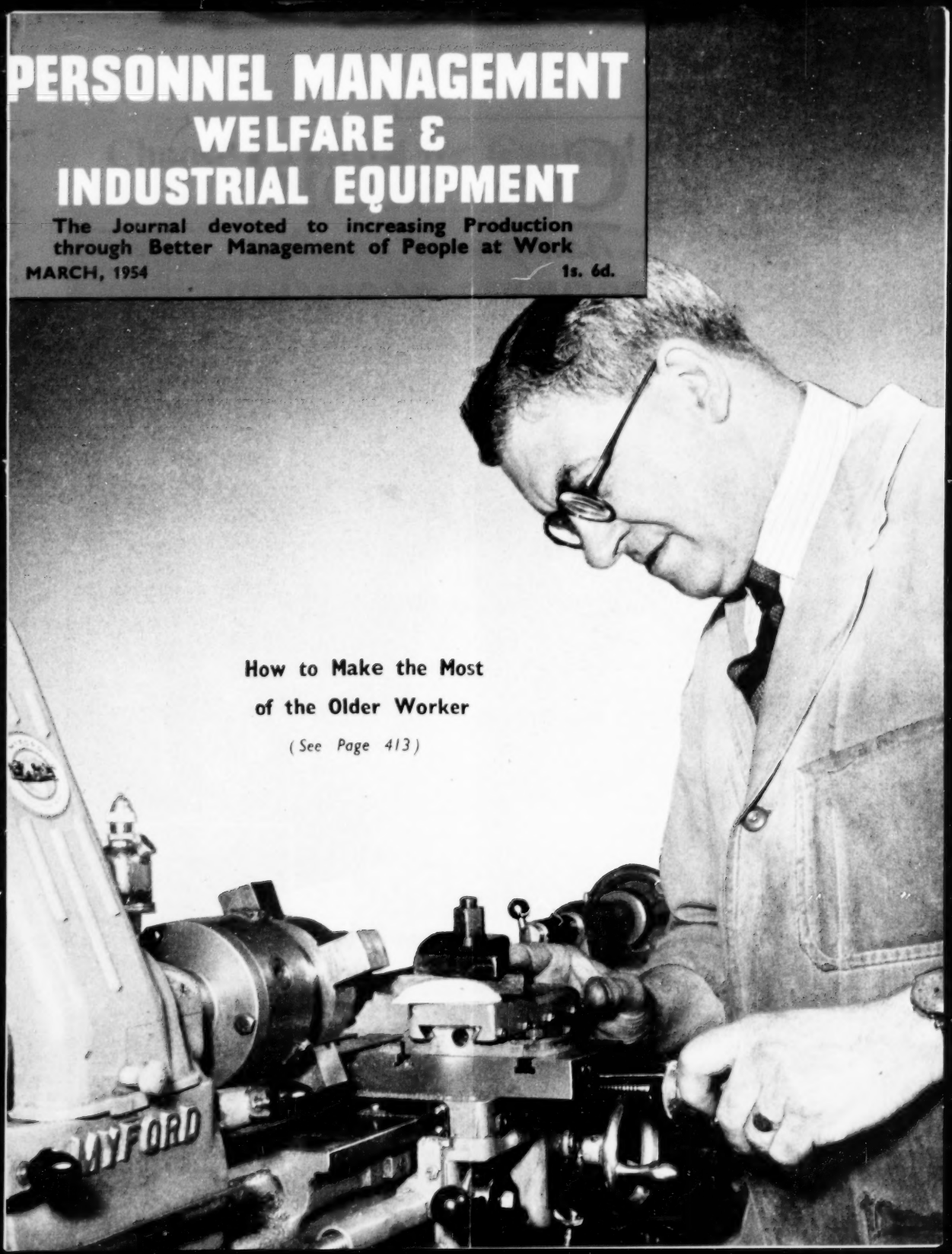
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of People at Work

MARCH, 1954 1s. 6d.



How to Make the Most of the Older Worker

(See Page 413)

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In the machine shop at Smith's this capstan operator wears the 'Pulsafe' face shield for protection against flying metal splinters.

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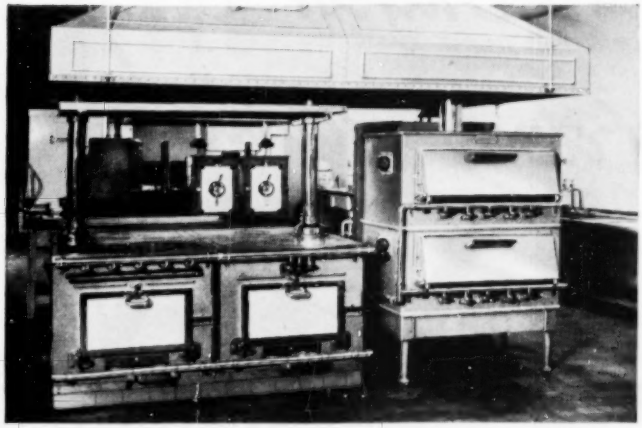
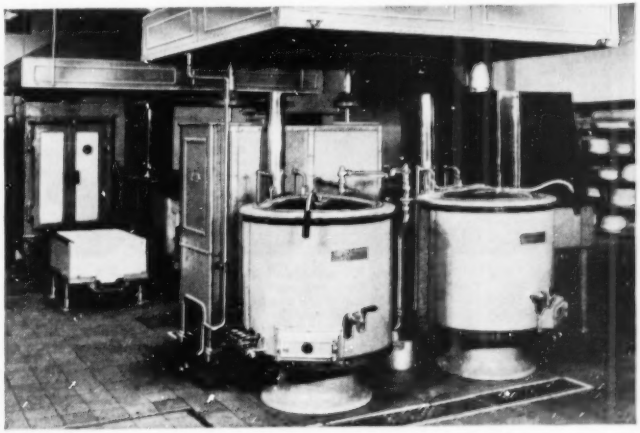


The kitchen of the staff canteen at Waterloo Station (SR) is equipped by Carron. Here is seen a Gas-heated Central Range having 4 externally heated ovens, each 24" wide x 14" high x 24" deep, inside. To the right is the Carron Gas Pastry Oven having drop doors and pilot jet to each burner. Two Carron Gas-heated Steaming Ovens were also supplied.

... British Railways do

Two Carron Gas Boiling Pans, having the latest type of balance gear to lids, are seen in the foreground. Gas-heated Steaming Ovens, a Carron Fish Frying suite, and a Carron Gas-Roasting oven were also supplied.

Please write for full details.



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A21

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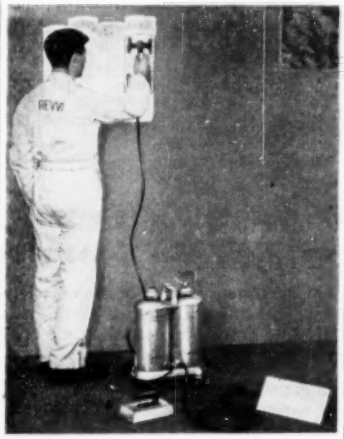

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Personnel Management Welfare and Industrial Equipment

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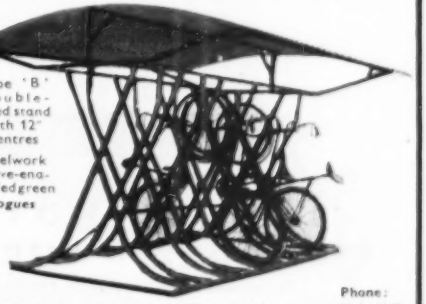

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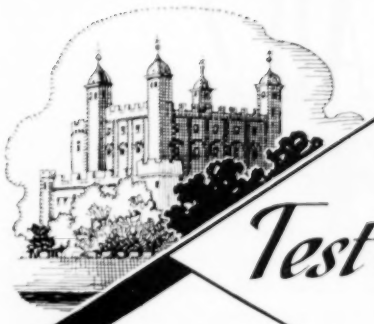

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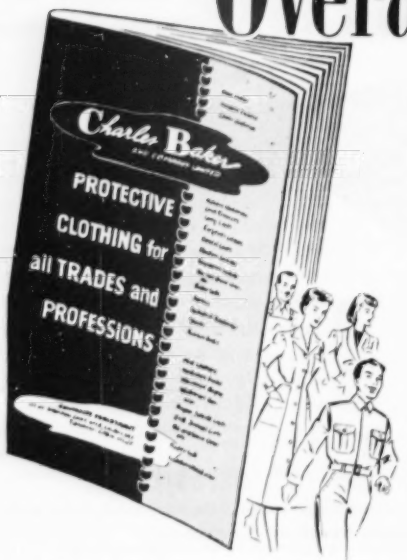

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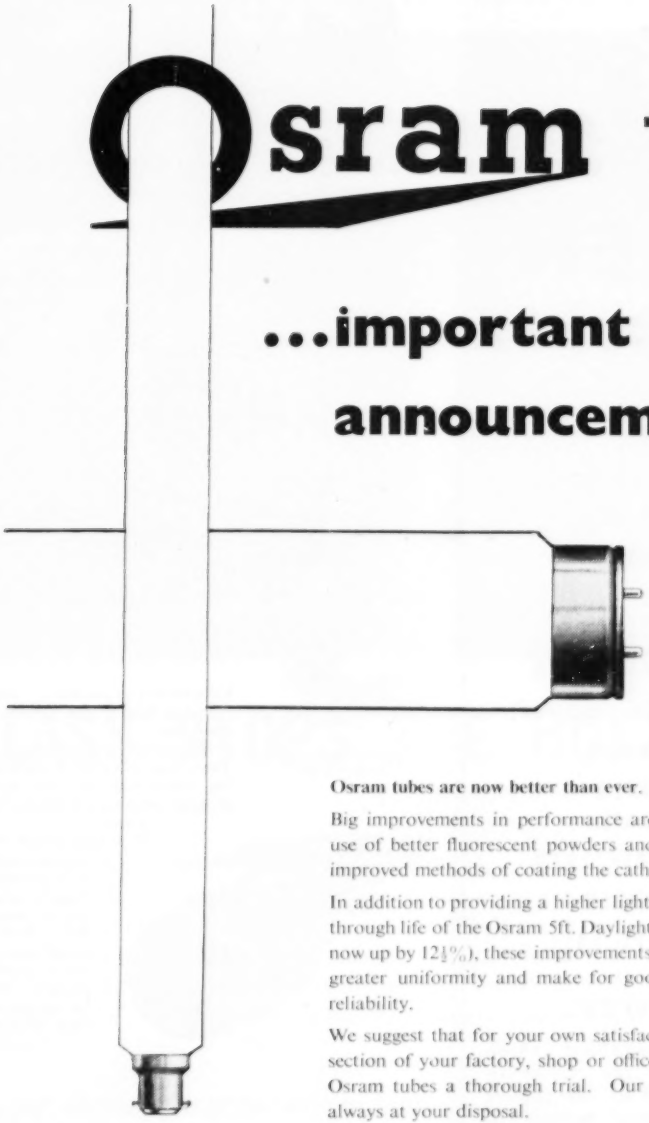

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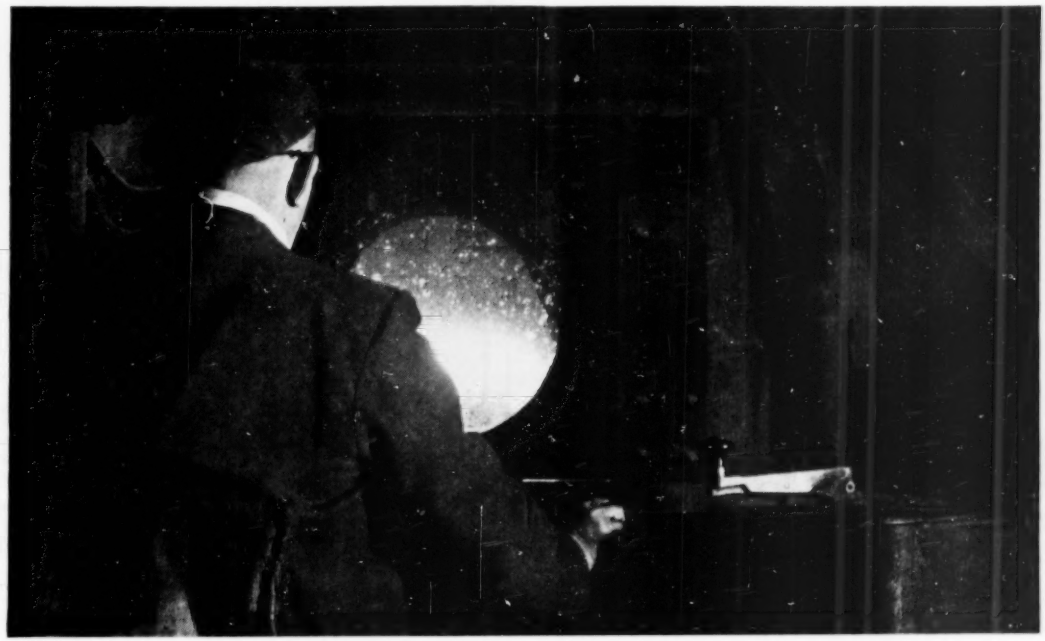

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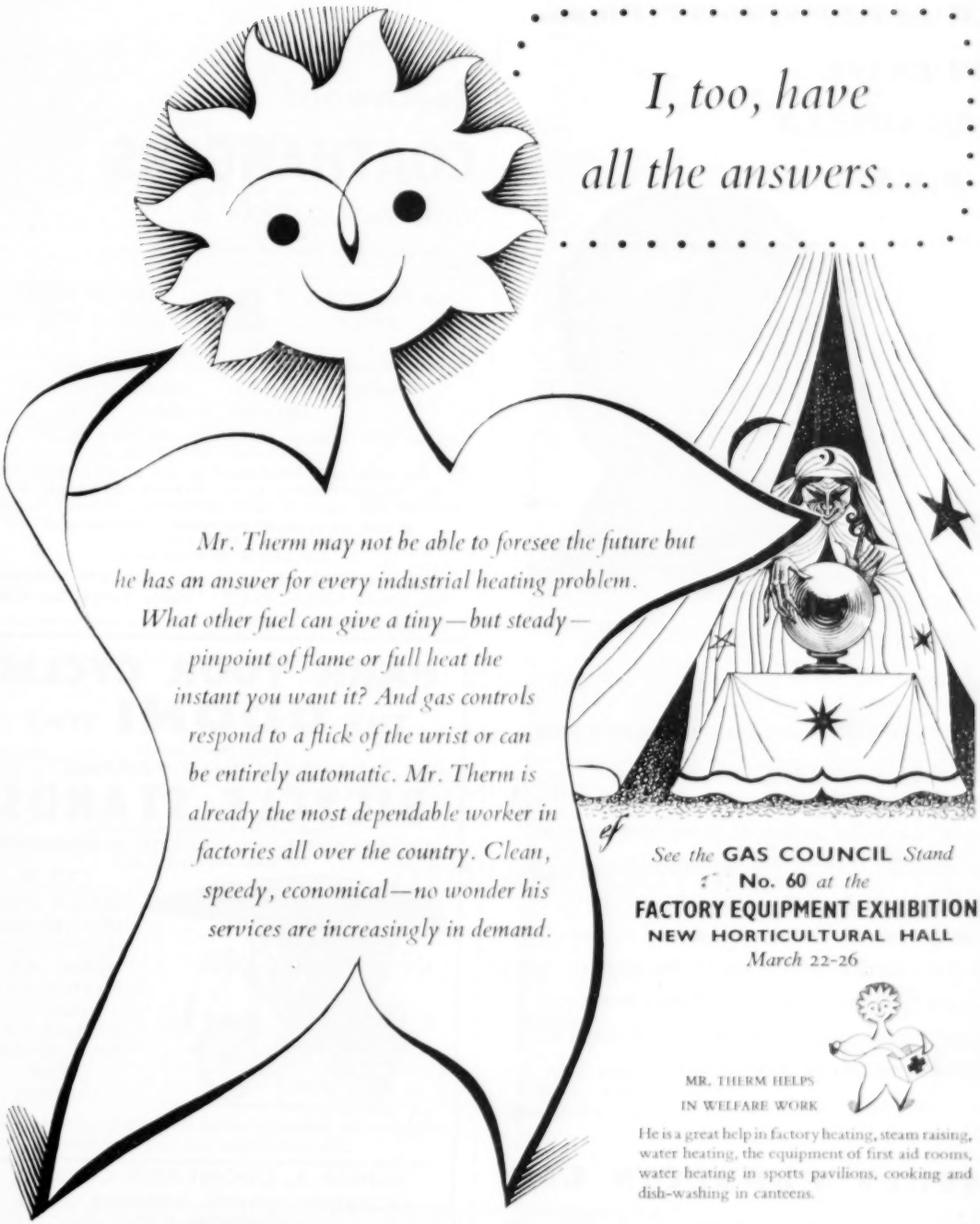
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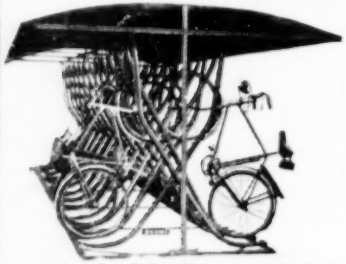

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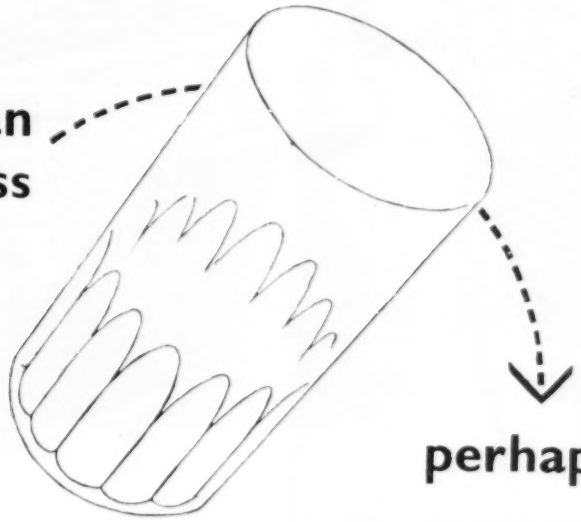

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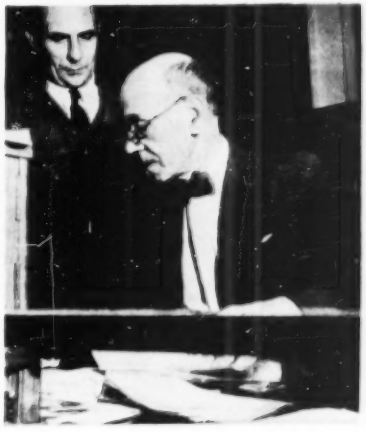
Where the Test is Capacity Not Age

More and more the older worker in industry is being seen in a true perspective. Skilled labour is already short and our population is "ageing", two factors which have combined to bring home the simple truth that a man is not automatically useless once he reaches the age of sixty, or even seventy. Many progressive firms have indeed never lost sight of this truth. Here is the story of one such, Elliott Brothers of Lewisham, who have gone even further and launched a positive policy of recruiting elderly workers for specific factory and office jobs.

Two of the older workers engaged under Elliott Brothers' recruitment policy are Thomas Burrett (polisher) aged 66, and (left) W. Hawkins (general labourer) who was 66 when he joined the firm two years ago.

How One Firm Gives the Older Worker a New Start

By ROBERT McKINNON



In the office too, the older worker proves his worth. Here is 71-year-old W. J. Emery (wages clerk) who started at Century Works in 1952. Our front cover shows 67-year-old instrument maker, Charles Wood.

THE attention now being focused on Britain's older workers prompts one to wonder why the matter was ever allowed to become a national issue in the first place. How did the "too old at forty" gambit gain currency anyway, and why did all too many employers regard a man in his fifties as ready for the scrap heap, when it has always been patently obvious that, with maturity, come skills to which youth cannot lay claim? Statistical data shows that we have ageing population and must therefore make more and more use of our older workers; but this is surely a truth which needed no corroboration from statistical analyses.

In their first report published last October,* the National Advisory Committee on the Employment of Older Men and Women found it necessary to stress the obvious. The two basic principles governing engagement and retirement policy, said the Committee, should be:

(1) The test when engaging staff should be capacity not age—older workers should be given a fair chance to compete on their merits.

(2) All who can give effective service should have the opportunity to continue in work.

A good many firms, of course, have always faithfully and successfully observed these principles, and nowhere have the results better justified the policy than at Elliott Brothers (London) Ltd., of Century Works, Lewisham, makers of a host of electrical and mechanical precision products. At their Lewisham works, out of a total of 1,300 men and women in skilled and unskilled jobs,

* Some sixty firms have since withdrawn age limits on vacancies notified to employment exchanges, and about 500 firms have notified vacancies specifically for older workers. Many others have made known their willingness to engage older workers as and when they have suitable vacancies. (Hansard, 2/2/54.)

more than 70 are sixty years of age or over. Of these, 48 are male manual workers of whom 24 are skilled, 6 semi-skilled and 18 unskilled: the rest comprise office and other staff such as messengers, cleaners, watchmen and the like.

Not only have Elliott Brothers always encouraged the elderly employee to stay on at work provided he or she is capable of doing so, but within the last four years the firm has launched a more positive policy of recruiting elderly workers of both sexes to fill specific vacancies. A survey of all the jobs in the firm had already been made in connection with employment of disabled persons, and it was a simple matter to earmark from the information collected those jobs which appeared to be suitable for the older worker. Under this scheme, 30 men of sixty and over have been taken on within the last two years, while there are also eight women employees who were over fifty-five when they started.

To the more usual type of job for the older worker—jobs such as postal messenger, labouring, stores, maintenance and inspection—have been added such skilled occupations as prototype making and certain precision fitting work where great accuracy and quality were more important than quantity. In many cases, moreover, reserving these jobs for the elderly has meant that the firm can often promote younger employees to more responsible positions.

On the staff side at Century Works there are 24 men aged sixty and over, employed as foremen, draughtsmen, progress and planning engineers and so forth, and of these six have been engaged during the last three years as wages clerk, shipping and despatch clerks, postal messenger, senior inspector and sales representative. As regards women employees, there are 20 of them at the Lewisham works aged 55 and over, of whom 7 are in the factory as assemblers, storekeeper, packer, cleaners and cloakroom attendant; the rest are on the staff as shorthand typists, clerks and the State Registered Nurse in charge of the surgery.

(Even at the firm's Rochester works which opened only seven years' ago, the labour figures indicate that the older worker is certainly not overlooked, though naturally the ratios are not so impressive as at Lewisham where the firm started in 1800. At Rochester, where there are 1,000 employees, including 200 women, there are 23 men aged 60 or over of whom seven are in skilled or semi-skilled jobs.)

Practical Examples

More emphatically than numbers, however, the following six examples highlight just what Elliott Brothers have done and are doing to make the older worker feel that he is still a very useful member of the community and, in so doing, acquiring efficient labour for themselves:

1. A schoolmaster for over forty-three years, who is now, and has been for the past eighteen months, employed on testing delicate instruments. His patience and painstaking attention to detail, say the firm, are an example to many much younger men.

2. A man of seventy-five, who had been on roadmaking and heavy steel erecting for most of his life, is now doing a very good job looking after the garden in front of one of the firm's establishments.

3. At the age of seventy-six, Mr. C. R. Sams is a very useful member of the sales staff. He was taken on five years ago and his contacts and wealth of knowledge and experience have proved of inestimable value.

4. An ex-manager of a billiards hall is now contentedly doing light labouring work such as sweeping and fetching and carrying components in the Assembly Section.

5. Among the older women is one who started with the firm in 1907 and still does a fair quota of work as a shorthand/typist although nearly seventy years of age.

6. Another is a woman who, at the age of sixty-three, still does a full-time job on the bench. She has been with the firm for forty-six years.

Elliott Brothers would be the last to claim that their successful handling of the older worker "problem" derives in any way from some magic formula. Mr. F. Johnston, their personnel manager, stresses that it is simply a matter of common sense, of never forgetting that "a real skilled craftsman is still worth his weight in gold," and of realising that what age loses to youth on the swings, it often recoups on the roundabouts. No dogmatic preconcepts are held, no charts linking capabilities to age are studied and "three score years and ten" means to Elliott's nothing more than the fact that a man has lived for seventy years. He may be seventy years old or seventy years young, depending on the individual in question. Each case, therefore, is judged individually.

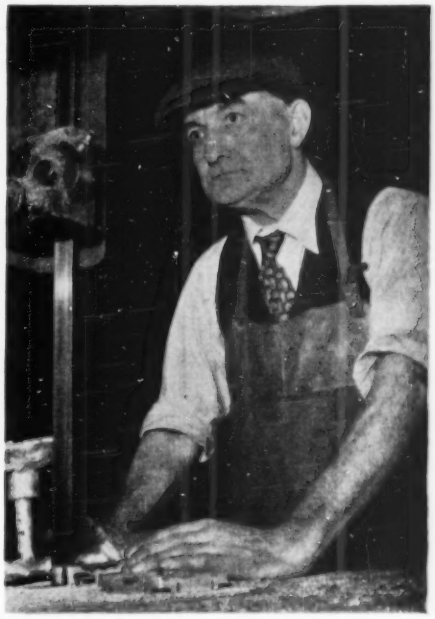
Favourable Comparison

It has been the firm's experience, nevertheless, that certain general comparisons can be made between the older and the younger worker, often to the favour of the former. The older worker, they find, is as good if not better in the matter of skill and reliability, has definitely a greater sense of responsibility, is really interested in the well-being of his firm, is an excellent keeper of the prescribed working time and is not so keen on hanging about the shop floor gossiping. Elliott's have also found that when the elderly worker was no longer capable of doing his old job and had to be transferred to less exacting jobs carrying less pay, in all cases they accepted their lot with good grace.

Nor in recruiting older workers

A 6-Point Plan for the Older Worker

1. *Make a survey of the skilled and unskilled jobs in your organisation which the elderly employee could fill with advantage.*
2. *Reserve, where practicable, certain routine jobs for the elderly worker; jobs such as messenger, light labouring, stores, inspection, and clerical duties.*
2. *Judge each case on its individual merits. Some people are young at seventy and others old at thirty-five.*
4. *If a really skilled craftsman finds the pace of the production line too much, always try to place him in a skilled job where quality counts more than quantity.*
5. *Do everything possible to make the veterans feel that they are still taking a vital part in the firm's development.*
6. *Make the fullest use of the older craftsman's skill and experience in apprentices' training schemes.*



At the age of 70, Miss A. Organ, who joined Elliott Brothers in 1907 as a shorthand/typist, still does clerical work on a part time basis. Right . A fine action study of 67-year-old casting trimmer, A. P. Cripps.

did they experience any difficulties over the question of pensions. The elderly tend to seek new employment for one or other of two reasons, or both: namely, their pension from the State or from a previous job is not enough for their needs, and/or they prefer the interest and companionship of a job. The same reasons apply in the case of the manual worker as in that of the office or staff worker.

In the main, Elliott Brothers try to place elderly people in specific jobs, but their scheme is flexible enough to adapt certain jobs to the particular skills of the individual. Again, for those whose health prevents them working the full number of hours, the working day is adapted to suit the person concerned. For instance, he or she may come in an hour after the normal starting time in the morning and leave in the the evening an hour before the normal finishing time. It must also be stressed that the older worker who has held a skilled job in the past is invariably found an easier but equally skilled occupation when taken off his former job. Skilled workers on the shop floor, for instance, are often put on to prototype making and other precision work.

Elliott Brothers do everything possible to make their veterans feel that they form an integral part of the development of their organisation and that their services are not only vital to the company but to the nation. The pride the firm takes in its older workers is reflected in its very-much-alive Long Service Association whose membership numbers 171—145 men and 26 women—all of whom have completed 25 years' uninterrupted service with the firm and of whom 108 are still working. The association, whose president, now 76, started with the firm nearly 60 years ago, meets at least twice a year to hear the managing director's review of the company's activities and future plans. Retired members, moreover, keep a specially close watching brief on the firm's fortunes and members of the existing management, particularly those who have taken over their present jobs from the superannuated, have to give an account of their stewardship.

One final matter in which the older worker at Elliott Brothers has given invaluable service concerns the training of apprentices. The firm has about 100 apprentices between the ages of 15 and 21 and, if in the course of their training, the older worker can also imbue them with *his* sense of service and responsibility, then the future of Elliott Brothers should indeed be bright.

"Production For Plenty"

THIS will be the theme of an exhibition, which will be held at Olympia during July 7 to July 14. The unique feature of the exhibition is that for the first time the story of the research and development behind Britain's productive enterprises is being presented in a graphic form.

At a press conference on February 4, the President of the Institution of Production Engineers, Walter Puckey, Kt., said that the exhibition would embrace various sub-sections—WHO, HOW, MATERIALS, MEANS OF PRODUCTION, SERVICES AND AIDS, TECHNICAL PUBLICATIONS. Under 'WHO' will be shown how research is helping in the better utilisation of manpower, while 'HOW' will highlight processes, planning, methods, simplification and standardisation, work study, welfare, safety and human relationships. A conference had also been arranged to run concurrently with the exhibition and would provide a platform for speakers of international repute.

The exhibition (The Building Trades Exhibition Ltd., are doing the actual organising) is to be open to the general public as well as to industry. The President referred to a similar exhibition held in Germany last year which had been attended by over a million.

Olympia could not, of course, hold such a figure but he hoped that as many as possible of the public would attend this exhibition which was of vital importance to the nation as a whole.

A lecture in progress at **Tube Investment's** Training Centre at Erdington, Birmingham. There is accommodation for seventeen trainees at a time.

This Training Plan Accents the Human Factor

By A. K. ASTBURY

Tube Investments Ltd. believe that the basic ingredient of good foremanship is the ability to get on well with people. For that reason, their supervisor training courses devote more time to human relations than to any other topic. But, as this feature shows, much time and attention is devoted to other branches of training. The firm's attitude is that foremanship is a highly-skilled job and not one to be mastered "by psychic means."

THE forty or so manufacturing companies comprising the Tube Investments group enjoy a high degree of local autonomy with the result that each company has developed a factory structure to suit its particular needs. Because, therefore, no two companies are run on exactly similar lines, supervisory duties vary, often widely. The following, however, is representative of these duties in a typical company of the group.

There are two grades of supervisor in Tube Investments set-up: chargehand and foreman—and to appreciate the functions of the latter, it is first necessary to deal with the former.

The chargehand is not only supposed to help the foreman in all his duties but is responsible for efficiency on the shop floor which involves keeping a close watch on work for quality and minimum scrap, and by making sure before submitting for new machines, that the old ones do in fact need to be renewed. He must help the department to run smoothly by ensuring that his machines are constantly running and feeding, by checking tools before they are used, by seeing that plant gauges are accurate and in working order, and by instructing workers in new jobs. He must also see that discipline is maintained in his section, see that it is kept clean and tidy, and draw the foreman's attention to any irregularity.

The foreman in Tube Investments bears the over-riding responsibility for efficiency of production, smooth running of the department, and industrial relations. Under the first heading he is responsible for output per man hour; for seeing that all finished material is up to standard, and ensuring that there is minimum waste in the use of labour, raw materials and fuel—and minimum waste of all of these in the form of rejected material.

Under the second he is responsible for the planning of work so that minimum time is lost in waiting, in changing from one job to another, in stoppages due to faulty work; for the maintenance in good safe working order of all plant and machinery; and for the supply of tools and raw materials in the right quantities at the right time.

Under the third he must ensure a high level of morale and team spirit among the workers; make certain that the distribution of men among jobs is correct, so that there are no misfits; and maintain discipline. He must, too, keep all workers informed as far as possible of the policy of the management, the final use to be made of the output of the department, the reasons for changes in layout or methods of working, the reasons for orders, and the facts about social services which affect them. He must, finally, be responsible for working conditions in the shop itself.

The management believes that supervision, even that exercised by the chargehand, is a wholly-skilled job calling not only for technical skill but skill in the management of men, and that it is only fair that such men should have training . . .

"We do not expect men to have knowledge of how to be a foreman by psychic means," is the official attitude. "We believe that it is a highly-skilled job deserving of a full and careful training." And in most companies of the group, therefore, no man is appointed to the job of chargehand unless he has had training.

The method of recruiting potential chargehands for the larger companies in the group is as follows. Applications are publicly invited from workers who would like to be trained as chargehands. They are not promised jobs as chargehands; but they are interviewed and, if approved, their names are put forward for training. In other companies men may be nominated by the management. Men undertake courses of training with no guarantee of promotion; but in practice training is nearly always a preliminary to promotion.

Traning in all its aspects is a matter of vital importance to the group, but at no level is it considered more important than at supervisor level. He is regarded as the member of the management in direct control of the manual workers and with first line responsibility for getting their willing co-operation.

Trainees in Residence

To carry out their training programme, Tube Investments maintain at Erdington, Birmingham, a residential centre, principally for chargehands and foremen, organised on similar lines to a university college with a resident tutor and lecturers. The centre has been in operation for five years; Tube Investments claim that it was the first of its kind to get going in Britain. Now, a number of other large companies have similar establishments. Its facilities include a conference hall to seat 50, with chart and film projection equipment; a reference library containing books and periodicals relating to subjects studied at the centre; a common room furnished with easy chairs and wireless; a dining room to seat 30 and seven bedrooms to sleep 17. The house itself is Georgian and stands in an acre of garden.

For the man "off the shop floor" nominated as a chargehand trainee or whose application has been approved, a three-months' course of training is provided. He is taken off production completely and spends one week a month living and studying at the centre, while the other three weeks of the month are spent going through the departments of his own company to learn the specific application of general principles in his particular factory. He not only works in other parts of the factory, but also gets some insight into the sales department and the main office.

Five days of his week at the training centre are spent in training in subjects common to supervision whatever the nature of the product; the weekend he spends at home. Those on the courses never number more than 15. It is felt that the study course should work as a team and develop a team spirit, whereas if more than 15 men attend there is a danger of splitting into smaller groups.

None of these residential courses is concerned with technical skills, for which instruction is provided by his own company in the other weeks. It is taken for granted that men are not training to become chargehands who do not already know their own job as a craftsman or semi-skilled operative.

T. I. Training Tenets

1. *No training is more important than supervisor training.*
2. *All workers should be given the chance to apply for a training course.*
3. *Training should include instruction in how the factory as a whole operates; time should be spent in the various departments and the practical fused with the theoretical.*
4. *The trainee should be taken off production for brief spells to be spent at a residential training college.*
5. *It is assumed that all foremen trainees have the necessary technical skill when selected to go on a course.*
6. *Handbooks listing information needed on the job are an invaluable aid.*

A good deal of importance is attached to what are called "lecturettes" in these courses. Lecturettes are talks given by one of the men under training to his fellow-students—and hints on how to give such a talk are usually provided early in the course. Supervisors, it is felt, must be coherent; and able to speak, *not only to one man but to several*. The students, therefore, take it in turn to speak for five minutes or so on a single subject of their own choosing; and their efforts are then subject to the criticism or appreciation of their fellows. Enthusiasm for the course is general among those taking part; and particularly appreciative are those who have found for the first time that they have the hitherto unsuspected ability of being able to speak in public.

On a typical course the time may be divided as follows: Introduction (in which the objects of the course are explained and personal introductions made) three per cent of total time; human relations (lectures and discussions on leadership, joint consultation, working with men, role playing, the human structure of a company, and so on) 35 per cent; personal development (group discussion and talks by the men themselves) 30 per cent; economics (production, costing, sales, work measurement, company finance) 10 per cent; works visits, 20 per cent; and what is called the "inquest," in which the course is discussed by those who have taken part, two per cent. Two evenings a week are also set aside for the showing of films or for discussions and debates.

Lectures given in the first week of a typical four-week course for prospective chargehands included: present organisation of Tube Investments with reference to its historical development; hints on how to give a lecturette; costing as it affects shop supervision; hints on note taking and report writing; and a talk by an acting chargehand on the subject, "What is involved in accepting supervisory responsibility?"

Such residential courses are the most outstanding contribution made by the group to the training of its supervisors. A second is the issue of the Tube Investments handbook for supervisors, in itself almost a complete course of training. As well as defining duties of chargehand and foreman the handbook provides an alphabetical list of the companies in the group, their addresses and telephone numbers; a brief summary of the Factory Acts; an explanation of how operative performance and departmental performance (two aspects of production study) may be calculated, with sections on the Group's pension and life assurance schemes.

A good deal of space is given to the section outlining the qualities needed in a supervisor, from which the following may be quoted:

(1) The foreman gives full credit to everyone and does not steal the ideas and suggestions of others and submit them as his own.

(2) He sticks up for his men and women when he knows they are in the right in face of the strongest opposition from anyone.

(3) He understands that friendliness is not dangerous, but inconsistency, uncertainty, hesitation, incompetence, becoming too familiar, and favouritisms are.

First Step. The applicant accompanied by his mother is interviewed by the Training Officer. Guinness's are at pains to explain to parents the nature of their son's future employment and conditions of work. Contact between the brewery and parents plays a vital part in the scheme, and at quarterly intervals the boy's foreman and head of department render reports which, combined with reports on time keeping, general behaviour and progress in sports, are sent to the parents.

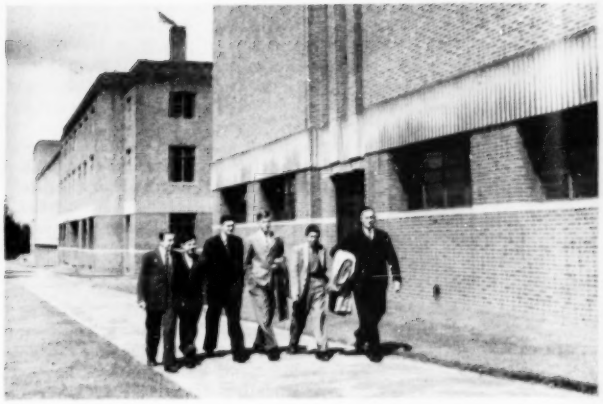
One of our most important socio/economic problems is that of the boy who, upon leaving school, looks for the job which pays the highest wages but has little or no prospects. The three-year period between leaving school and conscription is often frittered away by the youth who ignores even the obvious advantage of acquiring an elementary proficiency in some trade. A number of progressive firms are now running training schemes to ensure that this three-year period is not wasted. One of them, *Arthur Guinness, Son and Co. Ltd.*, began their scheme nearly five years ago and results to date have been most satisfactory. The essence of the scheme (which we feature here) is that, after a probationary period, the boy goes through a variety of the brewery's departments.

Where Variety is the Spice of Training

By G. L. WARD

Time Keeping. The new entrant receives instructions on clocking in from the timekeeper. The importance of punctuality is impressed upon him. Should he be persistently late for work, he receives the benefit of two warnings from the firm. If these have no effect, then the matter is referred to his parents for them to act upon. Now that the boy has received an introduction to the firm, he goes to his first department where, if he is suited, he will remain for a period of approximately nine months before passing on to another.

The Social Side. The boys have their own section of the Brewery Club, which is run and administered by their own elected Committee. The Club caters very successfully for a miscellany of popular interests. Members of the Boys' Club Committee are pictured here meeting under the chairmanship of the Training Officer. In addition, one afternoon each week is set aside throughout the year for compulsory physical training and the playing of team games in which the boys receive expert coaching.



Off Visiting. A party of boys, under a senior foreman, leaving the brewery on a visit to another factory. During the winter months the firm organise a programme of instructional visits to neighbouring firms and places of interest. The educational value of these is gauged by examinations held at the close of the season. In addition, educational films are shown and lectures given, both of these generally being followed by discussions in which the boys take an active part.

Boffin's Assistant. One of the sample room assistants lends a hand in the drawing of malt samples. Representative samples are drawn from every load of malt, and are sent to the laboratory to be analysed for moisture content, nitrogen content and extract to determine the proportion of malt going into any particular brew. To begin with, the trainee has to be carefully supervised to ensure the correct labelling of the samples.

"Grease Monkey." This boy is engaged as a garage hand and is seen here receiving instruction from his foreman in the procedure for greasing a vehicle. Several youngsters have been taught to drive whilst employed in this section. It is not expected, however, that they should acquire any actual technological proficiency.

In Cellar Cool. An assistant at work in the sample room. Samples are taken of every racking and these are tested at regular intervals by the head brewer and other members of the staff. Other jobs which the boy may be called upon to undertake within the framework of the brewery's Training Scheme include: number taking on the casks (the company maintain a complete record of the movement of all their casks); messenger work; stores assistant; laboratory assistant; and machine operator in the sawmill.

How *Sick* Workers Are Restored to Health

The story of a venture in medicine made possible through industry's generosity

In the ten years since it opened, Roffey Park Rehabilitation Centre at Horsham, Sussex, has treated over 8,000 patients from all sections of industry for nervous and emotional disorders. Of these, 82 per cent. have returned to normal full-time employment. Curative work apart, the Centre has contributed greatly to our knowledge of industrial medicine, and its experience has revealed the need for a fuller understanding by hospital out-patient staffs of occupational problems in local industries.

"Ideologically, it represents in its small way a pattern of social democracy in industrial relations akin to that which nations must follow if we are to live effectively in one world".

THIS comment on the work being done at Roffey Park Rehabilitation Centre, Horsham, was made by a medical correspondent of the *New York Times* in 1947, but it is just as true of today when, as the Centre enters upon its second decade, the immense value of the job being carried out there can be properly appraised. Since it opened in June, 1944, over 8,000 patients suffering from various forms of neurosis fully or partly connected with their employment have undergone treatment at Roffey Park. Of these, follow-up studies have shown that more than 80 per cent. have returned to full-time employment. Statistics, however, can never tell the whole story of any venture in humanity: there remain the invaluable example Roffey Park has set to similar institutions and its contribution to our knowledge of industrial medicine.

Roffey Park Rehabilitation Centre was founded in the summer of 1943, the organising being done by the National Council for the Rehabilitation of Industrial Workers, while the initial costs and operating subsidy were underwritten by 175 British firms ranging from large companies such as *Courtaulds* and *Boots*, who gave sums up to £5,000, to small concerns who made token contributions. The Centre was the first of its kind, its objectives being to give treatment to people suffering from industrial fatigue, depression, nervous debility and other occupational or psychological disorders with a view to restoring them to full working capacity. In 1948 the Centre came under the National Health Act but it remains a national institution and not confined, as is usual with specialist institutions, to a particular "catchment area".

No Conventional Institution

The medical director of the Centre, T. M. Ling, M.D., M.R.C.P., recently enlarged upon the objectives and the types of cases treated at Roffey Park. He wrote:

"Bearing little resemblance to the conventional medical institution in appearance, programme or purpose, the Centre is concerned primarily with sub-health, maladjustment and emotional problems that have become evident in office or factory. Its objectives are to investigate the causes and give treatment to industrial workers suffering from manifestations of indeterminate ill-health.

"Treatment at Roffey Park embraces physical training, dietetics, psychological and psychiatric services with the over-all emphasis on activity. Breakdowns among industrial workers often follow common patterns. The quiet, sensible man after twenty years of steady work may become depressed, bewildered, unable to concentrate or complete his ordinary day's work. The young man or woman beginning to take responsibility may be overwhelmed by domestic or emotional disasters; the energetic, methodical middle-aged secretary may develop obsessional fears and for many others life is spoiled by morbid anxieties".

The Centre has accommodation for 120 patients at a time and a course of treatment there generally lasts from four to six weeks. Both men and women are admitted and no class or social distinctions are made: supervisors, mechanics, operatives are expected to, and do, mingle freely on an equal basis. Priority of admission, however, is given to cases recommended by industrial medical officers who are always welcome to inspect the Centre by appointment.

On admission, patients are examined medically and psychologically, any necessary X-ray and laboratory examinations being carried out in co-operation with Horsham Hospital. Treatment apart, a substantial part of each day is spent in the occupational workshops and in physical

Roffey Park, a large country house in a wooded estate of 300 acres, lies in the rolling Sussex countryside about thirty miles from London. It was purchased and equipped through the generosity of a number of progressive firms.

training, yet although planned treatment involves a fairly full régime, there is nothing authoritarian about the general set-up. Where emotional reactions are especially important, the vital necessity of a different approach from the usual hospital discipline is obvious.

Planned treatment, however, demands a certain amount of adjustment to rules and each patient takes part in the work of the Centre. They are responsible for keeping their own rooms tidy, assisting in the kitchen and the dining-room, while they are also encouraged, under the instruction of a horticulturist, to help in the care and cultivation of the ten acres from which the Centre obtains its fresh fruit and vegetables. Again, there is a Patients' Committee which meets each week to plan social activities, and evening leisure is filled by educational films, Brains Trust discussion groups, dances, concerts and other organised forms of recreation.

In addition to medical and psychological treatment, a substantial part of each day is spent in the occupational workshops.

Regaining "Contact"

Much emphasis is attached to the value of these social activities which are regarded as a very important factor in the general "resocialisation" therapy. Patients only too often have lost any real contact with their fellow beings and the development of a high group morale is believed to be a most potent treatment for many psychosomatic conditions. Neurosis is characterised by inability of the victim to adjust him- or herself to the environment; the restoration of this adjustment is thus essential for recovery.

Against this communal background, however, each case is investigated as an individual problem. Some of the problems are superficial and comparatively easy to solve: others are much more complex and go back many years. Where necessary, the most modern developments in physical methods of psychiatric treatment are used, including electro-convulsant treatment, modified insulin and narco-analysis.

As already stated, preference of admission to the Centre is given to cases recommended by industrial medical officers, and in this connection it is interesting to note that those referred by industry have better basic personalities than those referred by hospital psychiatrists. This is probably because the former are more concerned about those who have a good work record. An actual statistical comparison takes on significant proportions:—

	CASES SENT BY INDUSTRIAL M.O.'s per cent.	OTHER SOURCES per cent.
Good work record ...	64	26
Average work record ...	28	46
Poor work record ...	8	28

Follow-up reports on the condition of eighty-five patients who received treatment at Roffey Park during 1948 are also of particular value. From returns sent in by industrial medical officers concerned, the results were as follows: much improved and working full-time, 54.1 per cent. (46 cases); improved and working full-time, 37.7 per cent. (32 cases); unimproved or had left the company, 8.2 per cent. (7 cases).

These follow-up reports are especially helpful to the Centre, for the after-effects of psychiatric treatment are not always easy to assess. There is no clear-cut line between success and failure as with patients who are physically ill; with the maladjusted, there may be the outward appearance of health yet, because of his mental condition, the victim is virtually unemployable.

One of the important lessons learnt at Roffey Park is the necessity that hospital out-patient staffs should have a better understanding of the occupational problems of their neighbouring industries, and the Centre is doing much towards this by the provision of a resident post-graduate teaching department where regular refresher courses are given. Visiting doctors, nurses and social workers live in an attractive residential club. During the day they attend clinics, conferences and lectures in a special discussion room with a film projector and other modern methods of group instruction. For their part, the medical staff at Roffey Park pay regular visits to factories.

Not to be confused with the Rehabilitation Centre is Roffey Park Institute which holds its well-known courses entitled "Human Relations In Industry and Commerce". The Institute is housed in an adjacent estate and is administratively and financially independent of the Centre. Yet, as its education officer, H. Watton Clark, M.A., M.Comm., emphasises, the Institute evolved from the success and the experience gained through the establishment of the Centre. Which is one of the reasons why social medicine and the *human* aspects of management form an important part of the Institute's courses.

THE National Society for Epileptics is becoming anxious about the fate of some of its older patients, between the ages of sixty and eighty, at Chalfont Colony, Chalfont St. Peter, Bucks. A new "Old Folks' Home" is required at the Colony (which admits epileptics from all over Britain) in order that such patients can have the necessary care. So far, £6,000 of the estimated £15,000 has been raised and the Colony, which remains a voluntary organisation after sixty years' work, is urgently appealing for further donations.

Plain Words on Human Relations

SIR GODFREY INCE'S speech on "Industrial Relations And Human Relations", which he delivered to the I.P.M. Birmingham branch a few weeks ago, was notable for the courage of its opinion (particularly where he dwelt on human relations) as well as for the clarity of presentation.

The first half of Sir Godfrey's address dealt largely with the management/worker negotiating machinery which had developed in this country. He stressed that this, in the earlier days, had owed nothing to Government, that it had in fact been a spontaneous growth within industry itself. And although over the last fifty years the Government had done much more to help in the development of such machinery, Sir Godfrey made it clear that the policy was "to help industry to help itself". Fundamentally, management and labour had to realise that the settlement of disputes was *their* responsibility.

Successful Negotiations

Concluding his remarks on industrial relations, Sir Godfrey referred to the practice in a number of firms whereby joint consultation committees are also used for dealing with wages and conditions. Of this practice he said: "Whether the same machinery or the same people within a firm should be used for dealing with wages and conditions, and for discussing labour relations problems is not a question to be settled by any rigid formula . . . What has been found successful in one industry, or firm, may not be successful in other industries, or in other firms in the same industry. It is for industries and firms to develop their successes in their own ways. 'What is successful is best'."

It was at the factory level that industrial and human relations met. "In industrial relations the industry is generally the unit, in human relations the establishment is the unit". Here, despite the provision of canteens, cloakrooms and amenities of all kinds, despite the advances in factory comfort, safety, and medical treatment, despite training and education schemes, improved labour techniques and better communication, Sir Godfrey thought that there was still a general feeling among workpeople of suspicion and distrust which could be expressed in the rather crude phrase "making money for the bosses".

"Are you satisfied", Sir Godfrey asked, "that you have succeeded in making a man's work in the factory a satisfactory part of his life? Unless and until you have done that you will not, in my view, be nearing the goal of good human relations. Mr. Ernest Bevin used to tell me that a man was one person in a factory and a different person at home. If that is true, it is, I suggest, a grave reflection on industry. His home life and his factory life should be built into one whole satisfying career. You can, of course, disclaim any responsibility for what happens at home (although what happens at home often affects a man's conduct at work) but it is, I suggest, industry's responsibility to endeavour to make a man's work a satisfying part of his life".

In commerce and the professions, said Sir Godfrey, a man could generally get some idea, be it a vague one, of where he was going. But in industry the door to individual advancement was not opened to anything like the same extent. Large numbers of men are stagnant and remain stagnant, and industry should try much more to give progressive careers to larger numbers.

Such problems did not arise from the weaknesses of any particular economic system; and they often occurred in any organisation irrespective of ownership.

The fundamental problem of good human relations was, then, how to restore confidence on both sides. And, in Sir Godfrey's opinion, if workers could be convinced that they were getting a square deal, that no one was trying to do them down, then industry would establish the attitude of mind upon which a solution could be found.

"This is a task primarily for management and the Trade Unions", said Sir Godfrey. "Government and the Press can help by keeping the country informed of the general facts relating to our economic position, but, as I have said, the main responsibility rests on management and on the Unions".

Both had to get down to the task of bringing about a new attitude among workpeople. It would be a long and difficult task but, if it could be surmounted, unbounded prosperity awaited us.

Reading and Digesting

THE Personnel Department of Messrs. Johnson and Johnson, the international business house, have been investigating and improving the standard of reading of their top executives.

By means of psychological tests and work analysis, it was found that the executives averaged 4.5 hours per day in continuous reading time, during which their average rate of reading was 215 words per minute, and their average comprehension of the matter read was 65 per cent.

Each executive was told his own scores privately, and those who were willing were given a training programme of seventeen one-hour sessions, designed by the firm's industrial psychologist. There was no overt pressure applied to the executives, but few failed to take advantage of the course offered.

The average reading rate at the conclusion of the course was 425 words per minute as compared with 215 words per minute before the course. However, little change in comprehension was obtained, the measured rise being three per cent. Reading rate and comprehension are fundamentally different activities, and a method of improving comprehension is now being planned.

Even so, the results as they stand are very positive. The average executive has now reduced his reading time by 12 hours a week. This means, theoretically at least, that four executives can now do the work of five. (**Business,** 2/54.)

A Five-fold Increase

"FEW, if any, trades have been able to do what the valves industry has done between 1946-53—namely, multiply the value of its output by more than five times", states *A Review of Productivity in the Valves Industry*, the twelfth of a series of Productivity Reviews, published recently by the British Productivity Council. Referring to the manufacture of industrial valves, the review says that this is "a vital section of the engineering industry . . . and its annual output, valued at over £26 million, weighs nearly as much as the gross tonnage of the liner *Queen Elizabeth*".

Many companies, the review continues, have developed effective group bonus schemes, one having achieved as a result an increase in foundry output of 30-50 per cent. In at least one factory, output had been doubled with an increase of only 10 per cent. in labour and 5 per cent. in the number of machines.

New Welfare Centre

WORK has begun on part of a £110,000 scheme for the development of welfare facilities at the Ebbw Vale Works of Richard Thomas and Baldwins Ltd. Licences for the proposed extensions have been granted and the entire project—the most ambitious of its kind undertaken by the firm—is scheduled for completion by the end of 1955.

The scheme includes extensions to the existing Club and Institute, including provisions for a library, lecture and games rooms and additional cloakrooms, and there will also be a new staff canteen. The concert hall will be equipped with stage, dressing rooms, projection room and dance floor. Garages for company vehicles are being built on a plot alongside the building. Existing garages are to be demolished, so that the canteen block may be erected in their place. The garages will eventually form part of the two-storey building planned for the youth club.

The Worker And His Holiday

HOW THE PERSONNEL MANAGER CAN HELP

RESEARCH by the British Travel and Holidays Association (64/65 St. James's Street, London, S.W.1.) shows that, in any one year, only about half of the working population leave their homes for holidays (this does not, of course, mean that the same people are involved every year) and, as a result, the undoubted benefits to be obtained from holidays are not being enjoyed by very large numbers.

A Family Matter

The impact of holidays away from home on general well-being, states the Association, is very important to industry, not only in relation to the workers themselves, but also to the average housewife who, so to speak, sets the general tone of a family's morale. Every personnel officer is familiar with the otherwise efficient worker suffering from family troubles. Perhaps, in more instances than are realised, a holiday for the family away from home would be a great help.

The question posed by the Association is "What can be done to encourage more holiday-taking?" Here, a personnel officer can often be of real service, even though his or her factory may not be one of those which make elaborate organised holiday arrangements for groups of their workpeople. He or she, however, can advise workers to utilise their local libraries for holiday information as there is now a national scheme sponsored by the Association for over 700 libraries throughout the country. This scheme puts into public libraries all types of holiday information and, in many of the libraries, one of the assistants is specialising in holiday advice and, from February onward, there are special displays of holiday literature.

Most important, of course, is the economic factor and the use of the National Savings Movement holiday saving arrangements. It is perhaps useful to remember also that the pattern of family holiday-taking has altered considerably over recent years and it is no longer inevitable that all members of the family should go away on the same holiday. A considerable saving on over-all family holiday costs can be made if the children of school age take advantage of organised school holidays, while the 16-25 age group often prefer a cycling, youth hostelling or camping holiday. Thus are left the very young children and the parents as the only members of the family taking the more orthodox holiday with the higher expenses.

Advice Bureau

It is surprising how little imagination is shown by large numbers of people in their ideas as to how a holiday can be spent. Thus, in many instances, the personnel officer who has made himself familiar with the facts can give encouragement and advice.

The Association has made a close and detailed study of all aspects of holidays, and will be glad to assist, free of charge (not being a commercial organisation) personnel and welfare officers with advice and information, particularly on the subject of group and organised travel. It will be readily appreciated, however, that it cannot offer a service to individual holiday makers direct.

At the St. James's Street, London, headquarters of the British Travel and Holidays Association staff deal with a diversity of holiday enquiries. The Association now provide a free holiday advisory service for the benefit of personnel and welfare officers in industry.

From The House Magazines . . . . .

Politicians Please Copy

The industrial manager is today fair game for every sniper. Within my own limited experience, I know of no class of citizen with a better record of honest effort at improvement for the sake of improvement. I wish there were as humble-minded and single-hearted a spirit and desire in all other spheres and as steady a determination to leave the world a little better than it was found.

I wish, for instance, politics and politicians had in the last ten years undergone so much anxious self-examination. I wish I could find the same disinterested search for self-improvement among arts, crafts, trades, and professions not concerned with industry. Above all, I wish the passion to get more for less could be subordinated to that finest of all forms of management—self-control. In industry we have management infinitely graded, from the superb to the contemptible, but I do not know any body of men more capable of idealism. (**Thorncliffe News,** *Newton Chambers and Co. Ltd.,* 29/1/54).

Management's Task

Unless Management can manage to provide the kind of tools a man needs to do a good job, then it is Management's fault if the job is not done well. It is also Management's fault if there is "bad blood." It is Management's job to see that everyone is given the best possible chance to use his skill and earn an appropriate wage; that due regard is paid to people's feelings; that suggestions are properly considered and appropriately rewarded; that grievances are properly aired and rectified without delay. In other words, it is Management's job to *manage*. Not just to sit back giving orders. In a properly managed business, a friendly request or a mere request is all that should ever be needed. (**National Post,** 1/54.)

No Fixed Wages

We have no fixed wage scale—and we want none. Such a policy, of course, has its dangers. But it also has its advantages. Rather than present an employee with a laid-out plan for ten years we prefer to leave the matter open to our judgment. A fixed-wage tends to sap initiative. It seldom incites an outstanding man to still greater rewards. Why then, should he do extra if the increases are automatic? In turn, management, by using a fixed-wage scale, prevents itself from paying more where justified. (**Krisson Staff News Bulletin,** 2/54.)

Rope Safety in Industry—2

How to Reduce Risks in Fibre Rope Working

By HENRY ALLEN

THE provisions of the Factories Act, 1937, concerning the use of ropes and lifting tackle which I referred to in by last article, apply also to fibre ropes, with one or two exceptions to which I will refer later. Let us be clear from the outset, what the term "fibre ropes" covers. They may be classified as all ropes other than wire ones, and may be made of soft hemp (Italian and Hungarian, for instance); of Manilla fibre, sisal or cotton. In Britain, most fibre ropes are made of sisal, Manilla fibre being in the main used only for specific purposes.

Briefly, first to review the legal enactments that, as usual, blanket most spheres of safe working in factories. The Act lays down that:

1. The ropes should be of good construction, sound material and free from defect. The best way the factory manager can ensure this provision is to buy his equipment from firms of highest repute, who will, if consulted, advise on the most suitable rope for a defined purpose, and that best able to cope with the loads to be lifted. I need hardly stress, however, that in spite of such technical help from a rope manufacturer, the onus of selection and of responsibility for right choice rests on the user.

2. A table must be posted showing the safe working load of every rope in use, both in the department where the rope is customarily kept, and in the shops where it is in use. In the case of a multiple sling, that is, where the load is taken on more than one part of the rope, the safe working load at different angles must be indicated. If the occupier prefers, however, this data can be incorporated on the rope itself. I do not recommend this method, since the safe working load will fall as the rope becomes worn, so that the rope may carry forward a figure which is no longer correct. A chart or table can be kept in accurate recording.

3. Ropes must be examined by a competent person at least once in six months. It will be recalled that the onus of inspection is on the user, not the inspector. Fibre ropes need more vigilance than any others. **I most strongly recommend that inspection be much more frequent than the statutory six months, which is overlong for detecting potential weaknesses.**

4. The guaranteed minimum breaking strain must be known, to ascertain the safe working load. A test certificate is not necessary in the case of fibre rope one of the points where it differs from wire rope. In the case of sisal ropes, the purchaser should specify to the manufacturer that the rope be made to British Standard Specification No. 908, which will ensure that the rope has a breaking strain not lower than that laid down in the specification.

5. That a register be kept of all fibre ropes used for lifting purposes, **with the exception of slings.**

It should be noted that the clause in the Act relating to annealing does not apply to fibre ropes.

It will be the safety officer's first task to decide upon the safe working load of the fibre rope. To do this, he must consider the condition of the rope. Wear and tear on rope will be constant, so that its condition will be continuously changing and thus, only by regular and routine examination at frequent intervals, can the safety officer know exactly the condition of the rope. Such examinations should not be casual and arbitrary but should be schematised. It is advisable to chart the condition state of every rope, recording the findings under date headings.

The safety officer must pay particular attention to ensure that the splice is correctly made and has a strength equal to that of the rope. No hitches or knots should be made in the sling other than that required for attaching the sling to the ring or hook. Take care, too, that the surface of the hook is broad enough to prevent any cutting of the rope. The arc of contact should not be less than half the circumference of the rope. Friction of load on sling must be blanketed at all points where sling and load make contact.

Having given his alert attention to the choice of rope and to the details of its safe usage, the safety officer must next turn to the problem of the care and maintenance of ropes. We have seen that frequent and comprehensive inspection of all rope must be carried out in systematised routine, to safeguard condition and to control working load values. There are certain places where inspection should be meticulous. Watch for internal as well as external chafing and thinning; determine the degree of wear between the strands and make sure that no deterioration of fibre has begun.

When material with sharp edges or cutting properties is to be lifted, the rope should be protected from damage by being packed with waste or rag or even small wedges of wood. As far as is practicable, a "straight" lift should be aimed at and an angle pull avoided, as this strains one section of the rope unduly. Where tackle is in use, no rope should be reeved through blocks where the width of the grooves of the sheaves is less than the diameter of the rope, and, simultaneously, care should be taken to make sure that the grooves of the sheaves are free from roughness. There should be adequate ratio between the diameter of the sheaves and that of the rope.

Storage of fibre ropes presents quite a problem. They must be kept dry and not exposed either to humidity or heat. I recommend that they be hung on pegs or hooks in a well-ventilated storage department, where air freely circulates. Temperature of the storage place is best at between 50 and 70 deg. F. while the humidity of the atmosphere should be about 40-65 per cent. Storage places for rope should

Besides knowing his ropes, the steeplejack takes special care to ensure that these are kept in first-class condition.

6 POINTS FOR FIBRE ROPE SAFETY

1. Buy only the best ropes and seek the maker's advice on their use.
2. Mark slings and ropes clearly with the maximum safe working load and keep a chart on which this load is periodically recorded.
3. Inspect your ropes much more frequently than the statutory six months.
4. Ensure that the splice is correctly made and has a strength equal to that of the rope.
5. When lifting sharp-edged material, the rope should be protected by packing with waste rag or wooden wedges.
6. Store your ropes in a dry place free from corrosive fumes—particularly sulphur dioxide—in a temperature between 50° F. and 70° F. If wet, allow the ropes to dry naturally—do not hurry the process with excessive heat.

preferably have a wooden roof, or a roof of a material which does not allow pockets of stagnant air to form. Corrugated iron roofs are not to be recommended.

If rope is handed in to store in a wet condition, it must not be allowed to remain in that state, but should be dried out. Rot from damp can often start *inside* a rope so that the damage is done before it becomes perceptible. Drying of rope should not be forced by application to excessive heat. Over-heating causes the rope to become brittle. Allow the rope to dry naturally. When lying in store, coils of rope should be turned over regularly. If they are hung the air will be able to get round them, but if the coils lie on the floor they should be slightly raised on wooden boards so that they do not rot from contact with concrete or damp grounds.

In connection with this problem of the safety techniques involved in fibre rope use, useful technical data can be found in *Lifting Tackle*, a pamphlet issued by the Hard Fibre Cordage Federation, while the safety officer will obviously familiarise himself with British Standard Specifications No. 431 and 908. As a last word, never risk a poor rope; a rope which does not come up to full value is a rope that ought to be discarded. It may serve you for months longer. On the other hand it is liable to cause a very nasty accident, and that is something the conscientious safety officer will never risk.

At Bournville Safety is a *ROUTINE* Matter

By J. F. SANDERS

At the Cadbury headquarters near Birmingham, the safety "corpus" operates on three "limbs". These are the factory safety officer, the safety representatives for each department and the accident sub-committees. The three work together to an established routine. The result has been a 15 per cent. drop over three years in absenteeism due to accidents at work.

SAFETY of the employers is given special attention at Bournville Works, the Cadbury headquarters near Birmingham, and in some respects the anti-accident organisation there is unique in British industry. It is an organisation with three "limbs," all interconnected but each having its clearly defined responsibility in the work of accident prevention.

One "limb" (if I can so refer to him without disrespect) is the safety officer, Mr. H. G. Mander. Appointed by the firm to do a full-time job, he is a mechanic by training and he has to translate into practice the requirements of the Factory Acts and Orders. These are passed on to him, with suitable comments, by an official of the wages office. Of course, he also makes his own observations and suggestions in regard to safety matters and to him are referred all safety ideas which come to the management through the scheme for inviting and considering suggestions from the employees; a scheme administered by a joint committee of the men's and women's works councils.

Elected Representatives

Then there are the safety representatives, drawn from the working population of the factory. In each department a member of the shop committee is elected as safety representative, with the job of keeping safety in the forefront at his or her shop committee meetings, of co-operating with the management and the safety officer, and helping to establish the facts when an inquiry is called for.

An annual meeting of safety representatives is held, at which a free interchange of questions and views on safety matters takes place. Last year it took the form of a Brains Trust at which questions were answered by a panel of experts comprising the works doctor, the safety officer, representatives of the management, the chairman of the accident sub-committee of the men's works council and the chairman of the health committee of the men's council (who is a workers' representative). Meetings of safety representatives are held in each of the eight groups of factory departments, and, by this means, each group is encouraged to be more safety conscious. A set of lantern slides illustrating accident prevention measures is shown at these meetings and also to new employees.

The accident sub-committees of the men's and women's works councils constitute the third "limb" of the safety organisation. They are sub-committees of the men's and women's health committees and like all works council bodies, they comprise equal numbers of management and workers' representatives. They have a two-fold role: to help in the prevention of accidents and to investigate the causes of any accidents which occur. They interest themselves in everything done to create safety-consciousness in the works. They are in touch with the shop committees and their safety representatives and they arrange the annual meeting of these representatives. They also receive and circulate literature from R.o.S.P.A. and are responsible for displaying safety posters and notices in the factory.

H. G. Mander, Bournville works safety officer demonstrates a new machine guard to the operator.

A valuable medium for informing the workpeople of what is being done to guard their safety while they are at work and maintaining their interest in safety matters is the "Bournville Works Magazine," which publishes reports of the conferences of safety representatives and makes other references to this important question from time to time.

An indication of the ground covered at the safety conferences and the kind of approach made to safety by the elected representatives of the employees can be given by the following extracts from the report of this year's conference:

Question: *Is it possible that the guarding of machinery and consequent lack of mental alertness will tend to cancel each other out and that we may expect no appreciable improvement in future accident figures?*

In their answer, the experts expressed some disagreement as to whether guarding reduced mental alertness. One thought that if guarding was efficient and operators were intelligently instructed in the use of their machines, they would cultivate a careful attitude of mind. Another pointed out that guarding was the law of the country. He thought it was essential. Another said the intelligent use of guards helped, but the human factor was bound to enter to some extent and it was from that that any appreciable improvement in accident figures must come.

Question: *Can the forum give the reason why youths are failing to report accidents to the ambulance man at once? Is it the fault of those who should tell them at the initiation school that it is in their own interest to do so? Or is it once again a case of the present-day youths' reluctance to obey rules and regulations?*

Answer: It was thought that on the whole youths were reporting accidents fairly regularly. One member of the forum thought that many boys had a casual attitude towards accidents; they were injured and "got away with it."

Question: *Would the team say that accidents could be reduced if the system of "nothing on the floor" was put into operation? Accidents are caused by tripping over objects overhanging or left in gangways. Tools, scrap, and components must all go into pallets or containers. Workers stooping every few minutes to pick up work during the course of a day are liable to rupture themselves.*

Answer: The general opinion was that accidents would be reduced if everything was kept off the floor as much as possible. This was thought to be one of the reasons for efficiency in American factories. The whole of the platform loading scheme at Bournville was based on this system, but the "off the floor" principle could not be operated 100 per cent. On the possibility of rupture, the works doctor said there was always a predisposition to rupture before it occurred. It was the last straw that broke the camel's back, but that was not necessarily when you picked something up from the floor, unless it was very heavy and you picked it up the wrong way.

An aspect of Cadbury's safety and welfare scheme which is thought to be unique is that the management-workers accident sub-committees recommend the payment or withholding of what is known as the "special gift" to employees injured while at work.

If an employee is involved in an accident at work and receives injuries which cause him to be absent, he or she receives, over and above the benefits paid under the National Insurance (Industrial Injuries) Act, 1946, the "special gift," provided that the accident has been reported immediately to someone in authority, that medical advice has been obtained and followed and that the accident is not due to the employee's negligence or default.

The "special gift" makes up the income of the employee during absence from work and, in the case of a piece-worker, brings his accident compensation payment up to 90 per cent of the standard wage for piece-workers and, in the case of a day-worker or time-worker, to 90 per cent of the normal rate of wage. After investigating an accident causing absence from work, the men's or women's accident sub-committee (including the workers' representative) makes a recommendation as to whether the conditions for payment of the "special gift" have been fulfilled. This recommendation is normally accepted by the firm.

Operators undergoing massage for strained muscles in the works medical department.

Divided Loyalties And Unpopular Traits

DISCUSSION LEADER deals with a mixed and heavy post-bag this month. First, there is that most important problem which was raised in our December issue—namely, how can workers be convinced that they have a common aim with management, and how can the supervisor help to establish this conviction? Second, there is a large and edifying batch of letters on first impressions and personal dislikes. As a follow-up, DISCUSSION LEADER asks for readers' opinions on whether a person's intelligence can be accurately gauged in a thirty minute interview.

HAVING used all my space last month, answering your letters on Joint Consultation and discussing some of its wider implications, I find I am getting behind with your letters on other recent topics. This month I shall try to catch up. I have a very interesting letter from Mr. F. Kenny, Safety Officer of Accles & Pollock Ltd., Birmingham, on the subject of divided loyalties, which we raised in the December issue. He writes:—

"With regard to the problem of divided loyalties in the factory, loyalty which the workers owe to each other is the most important of all. Any attempt to break it down will be doomed to failure immediately (and it would not be in the interest of management to do so).

"We must, in fact, do just the reverse and stimulate it and make use of it if we are going to achieve a high standard of industrial relations within the factory.

"This can only be done by arranging as far as possible that the workers themselves 'sit in judgement' upon those workers who have broken the rules which they themselves have all agreed are right and proper.

"This presupposes some sort of Committee of workers, whose activities are strictly limited, to deal with 'offenders'. Experience proves that these judges will be more severe and strict than any management would dare to be".

In this letter I think Mr. Kenny is re-emphasising the most fundamental aspect of good discipline. Self discipline by a group or an individual is the best kind of discipline: that imposed from outside is a poor substitute, and has usually to be made effective by a system of external rewards and punishments.

If you study any group closely you will see that in fact it imposes a sometimes very strict discipline on its members. Groups maintain their strength and cohesion only if the individual members will conform to the group code of behaviour. The group *needs* this strength and cohesion, so that it can work more effectively towards its common goal.

IDENTITY OF PURPOSE

Can This Be Made Clear ?

THE real problem in many industrial situations is that the goal of the group and the goal of the leader of the group (management and yourselves) is not always seen to be identical. The self-governing mechanism is present in every group but it cannot be harnessed to further the aims of management until those aims become the groups aims too. Mr. Kenny recognises this when later on in his letter he says:—

"In the case of the new girl in the factory, we must respect her loyalty to her mates. But the workers should be instructed and enlightened so that they would not be carrying out such a stupid restrictive practice which would only result in loss to them in the long run.

"With properly instructed workers there is no trouble like that described. If they felt confident that the management would not take an unfair advantage of them, they would see that it was in their interest to operate an incentive scheme whereby the fastest and most efficient workers were properly rewarded for the extra effort and that no harm was done to the average worker".

What form do *you* think this instruction and enlightenment should take? What steps can management and supervisors take to convince workers that they have a common aim, which they can pursue together? What steps are you as individual supervisors taking? Are there more difficulties in the way that Mr. Kenny has not mentioned?

FIRST IMPRESSIONS

Distractions And Dislikes

I HAVE also received a batch of letters on the subject of "Should First Impressions Count In Staff Selection"? which was the subject for discussion in the January issue of this journal. A lively and amusing letter from Mr. T. Hayes reads:—

"This article was not only of general interest but it served as a forceful reminder to those of us in supervisory positions to exercise care when selecting persons for staff appointments and promotions.

"The selection of personnel for promotion is usually easier than choosing persons for appointment. This is because when considering persons for promotion, we usually know the 'background' of those concerned and we are not likely to be unduly swayed by prejudices, personal or otherwise. In other words, as we were taught on our T.W.I. course, we shall 'weigh and decide'.

"When interviewing unknown persons for appointment, our motto should be 'Caution', for the 'backgrounds' of those involved are likely to be somewhat vague and uncertain and we may well be influenced by minor items. As a mere male, could I say with unswerving certainty that I would not under any circumstances be influenced at first sight by a pretty feminine face, or even perhaps by a shapely leg, displayed to advantage in a 'fully fashioned' stocking. It seems to me that, after interviewing applicants for appointment to a position, we should dismiss them all, and then make our final selection when in our calmer moments we have had ample opportunity to 'weigh' all the 'facts and figures'."

So many of you have sent me a list of ten traits that they particularly dislike in other people, that I find it hard to make space for all the lists. Mr. Brailsford Dean of Bradford writes that he dislikes:—

"people who have affected speech and talk with their back towards you; with dirty finger nails and tobacco stained hands (particularly people handling food); who carry on a conversation with a cigarette in the mouth; who fidget and insist in giving a lengthy reply to a simple question; who sulk and have no sense of humour and constantly complain of their 'misfortune'.

"Fortunately those around me are not like this and so my lot is a happy one".

Mr. A. C. Taylor from Sunderland writes:—

"I was impressed by the discussion in the article entitled 'Should First

(*Continued on page* 442)

Hospital Auxiliaries

PUBLISHED recently, the National Health Service Act (Medical Auxiliaries) Regulations, 1954, prescribes the requisite qualifications for persons employed as medical auxiliaries in the National Health Service, and is based on recommendations made by the Coke committees in 1951.

Taking effect on April 1, 1954, the regulations provide that from that date every hospital authority and local health authority in England and Wales will employ only those medical auxiliaries who are qualified in accordance with the regulations.

Those affected by the regulations include chiropodists, dietists, medical laboratory technicians, occupational therapists, physiotherapists, radiographers, remedial gymnasts, and speech therapists. Those qualified are divided into two groups—those who, on March 31, 1954, come within the definition of being qualified at that date, and those who will qualify on or after April 1, 1954.

From the date of operation, in order to be qualified a person must obtain a certificate issued by one of the bodies named in the Regulations.

'A Sound Insurance'

"LIKE all insurance policies, civil defence is expensive, and like all insurance it is worth it" said the Home Secretary, Sir David Maxwell Fyfe, at the recent opening of a new Civil Defence Training Centre at Beckenham.

The Minister said that there were still people who felt that only the most perilous international situation would call for a serious civil defence effort, or even that some improvement in international relations had made civil defence unnecessary. There were still others who said that civil defence measures could not possibly be effective against the newest and most destructive weapons of modern war. "I do not believe that we are inevitably fated to suffer the horrors of another war", said Sir David. "I believe that it is in the power of every one of us to do a great deal to avoid it. We earnestly hope that by resolution and preparedness we shall deter any potential aggressor. But should we unhappily fail, we shall at all events be insured".

*Since the opening of recruitment in November, 1949, some 302,406 men and women have joined the Civil Defence Corps in England and Wales. Of this number, 12,551 have volunteered during the last quarter of 1953.

IN BRIEF

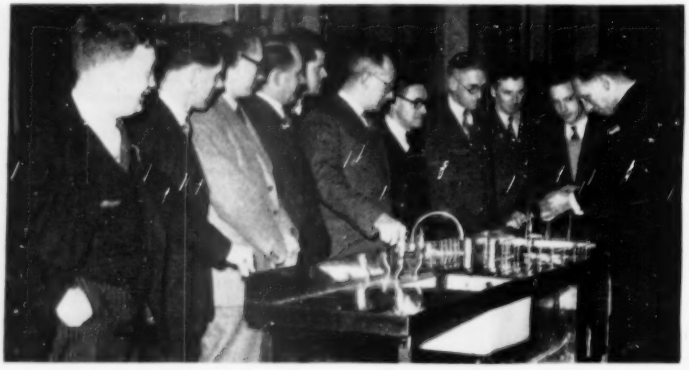
FIGURES released last month by the Ministry of Labour and National Service show that the total working population in Great Britain as at the end of December, 1953, was 23,474,000, composed of 15,920,000 men and 7,554,000 women. An analysis of the total number in civil employment (22,288,000) showed that 3,,988,000 were employed in basic industries and 8,932,000 in manufacturing industries.

A GRANT of £2,000 a year for the next seven years is being made to Birmingham University by the Dunlop Rubber Company, with a view to establishing a Dunlop Fellowship for research work on the chemistry of high polymers, including natural and synthetic rubbers; provision for technical assistance; and the purchase of apparatus not normally available.

PROCEA Products Ltd., have issued all their van drivers with tailor-made overcoats to fit each individual driver. The coats, manufactured by H. Lotery & Co. Ltd., are long reefer jackets, of 32 oz. melton cloth with tweed linings. The cuffs, piped with yellow, carry white stripes for driving signals.

ACCIDENT-FREE bonuses totalling £1,456 have been paid to drivers in the ice-cream fleet of T. Wall & Sons Ltd., of London, Manchester and Edinburgh. Each man who has driven for three years without an accident has received £10. In addition, certain drivers who have had accidents for which they were judged only partly to blame have received smaller bonuses.

HYGIENE IN THE KITCHEN



Members of the North Western Centre of the Sanitary Inspectors Association examine a sterilising sink during their recent visit to the works of Stott's of Oldham. At a meeting which preceded the visit, a paper was presented on the subject of "Kitchen Layout and Hygiene."

PEOPLE

MR. ALFRED BOWER, until recently a jobber on the Stock Exchange, has become at the age of fifty-nine, welfare and liaison officer at Creed & Co. Ltd., the teleprinter makers at Croydon. The firm employs 2,000 workers there. Mr. Bower was a very well-known amateur football player in the 'twenties.

MR. D. A. BROWN, general manager of Attwood Statistics Ltd., has been appointed to the board of that organisation. He will be concerned with the technical side of the Attwood Consumer Panel in England and abroad.

MR. S. L. COTTON, assistant manager (production and personnel) at the Izal factory of Newton Chambers and Co. Ltd., has been appointed to succeed Mr. F. Benson as chemicals factory manager.

THREE YOUNG GLASGOW MEN, who joined Hoover (Electric Motors) Ltd., Cambuslang, Lanarkshire, in 1945 as graduate apprentices have attained positions of responsibility with the company. They are Messrs. D. McGregor, superintendent of the washing machine motor production line, N. M. Hemphill, chief plant engineer and I. McGregor, education and training officer.

Mr. Paul Evans, who joined Hoover Ltd., in 1949, has been appointed manager of the firm's Scandinavian division headquarters in Copenhagen.

MR. A. E. UNDERWOOD, executive director of the Plessey Co. Ltd., has been appointed a Director of Plessey International Ltd., the overseas sales organisation for the products of the Plessey group of companies.

Obituary

MR. A. E. PICKARD, general manager of Semtex Ltd. since 1950, has died in London at the age of forty-seven. He joined the Dunlop Rubber Company, of which Semtex is a subsidiary, at the age of nineteen, as a junior clerk in the Central Statistical Department at Fort Dunlop. In 1949 he was appointed assistant general manager of Semtex.

NEW CANTEENS No. 8

The Dockers Take to Modern Catering

The proof of a good canteen is in the using of it. And by this yardstick, among others, the Port of London Authority is more than satisfied that the £95,000 they spent recently on a new canteen at the Royal Docks was money well spent. It is a sentiment endorsed by the ever-growing number of dockers who go there for a midday meal. Installed by Rowe Bros. Ltd., the canteen ranks among the most modern in the country.

AMONG the *avant-garde* of those industrial organisations who, within the last decade or so, have paid special attention to the provision of good canteens for their labour force is the Port of London Authority. Before the war, the Authority's canteens were few and far between. Workers brought their own lunches (in the time-honoured sandwich box) or, as the majority of them lived nearby, they went home during their midday break. War, bombing, government regulations and new housing schemes have changed all that. Today the P.L.A. runs 45 canteens of varying shapes and sizes, catering in aggregate for some 7,000 workers.

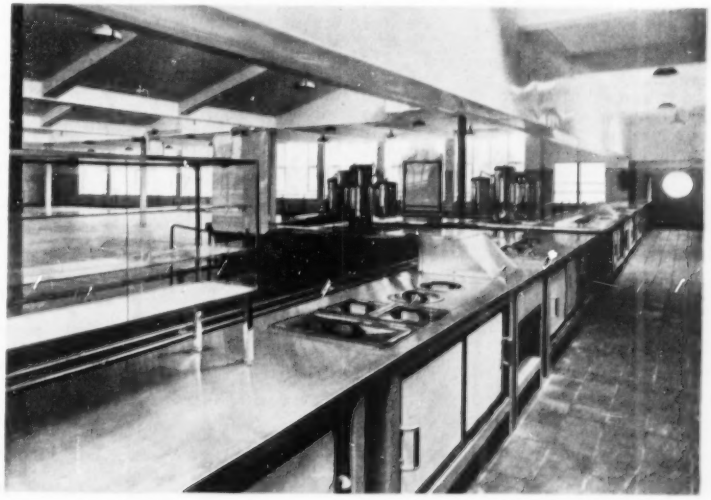
It must not be imagined, however, that the P.L.A. have been content merely to conform to statutory obligation. A great effort has been made in recent years to give the dockers not just a place where they can sit down and have a meal of sorts but a canteen which provides a good, cheap meal in pleasant surroundings.

These requirements are more than covered by the latest P.L.A. canteen which was opened a few months ago at the Royal Docks. Built at a cost of £95,000 the canteen is described as the most modern of its type in the country, an opinion well supported by the wealth of appliances and fittings found inside. These range from the latest kitchen equipment to toilet facilities which include push-button soap dispensers and electric hand-drying machines. Large, sun-trap windows admit whatever sunlight our climate affords and for added brightness the ceiling is in light cream and supporting pillars in pale blue. Chairs and the *formica*-topped tables are in light fawn, while the flooring consists of 9-inch-square dark brick tiles. There is space-heating throughout, drawn from the oil-burning boiler system.

The new canteen is now serving 900 meals daily in the main dining hall and, in addition, about 170 in the staff restaurant. It is the first of those run by the P.L.A. to operate a double cafeteria system which copes with the midday rush swiftly and adequately. This system operates as follows: the frontage of the main canteen is divided into two counters managed by two counter teams of eight, plus supervisor. Behind the teams are the hot cupboards which are fed with a constant supply of hot food and at the end of the counters are the cashiers. Two queues form, one on either side of the hall, but no matter how fast the workers come in there is never any congestion at the counters.

The cost of a full meal with tea or coffee averages about 2s., and the quantity is as liberal as the quality is high. Since the new canteen opened, the P.L.A. Catering Department has been pleasantly surprised at the very high proportion of workers who are now buying a hot meal at midday. Like other catering authorities, however, they have their hard core of customers who, even in the coldest weather, stick to sandwiches and buns and the like, and for them there is a trolley service at the other end of the dining hall. But almost to a man, whether they prefer their midday fare hot or cold, the dockers really appreciate their latest canteen as is shown not only by the numbers who use it but by the careful way in which they use it.

Canteen staff number 75 but of these only 40, including many part-time workers, are employed on the midday trade. The rest comprise stores and administrative staff, van drivers and girl servers who tour round the works during the morning



This picture, taken just before the canteen was opened, shows the service counter—gleaming, modern and spacious. Note the large windows in the background designed to give good ventilation and a maximum of natural light.

and afternoon with tea, cakes and rolls. For the new canteen is also the general headquarters and stores for mobile catering in the Royal Albert and King George V Docks, and has a pastry chef who, with the help of four girls, turns out, in addition to the midday sweets, some 14,000 cakes, pies, buns, etc., each week. It is both the truth and a great temptation to say that these sell like hot cakes during tea-breaks.

For the midday service there is a chef and a second chef ably supported by a staff who have every incentive to work well in a kitchen where modern labour-saving equipment has cut drudgery down to a minimum. Staff who show themselves particularly capable are trained by the chef in every department of kitchen work with a view to promotion to more responsible jobs carrying more money.

In many respects, the kitchen is the real show-piece of the new canteen. Here, spaciousness and system is the keynote—in fact, if the staff rest-room, storage space and administrative offices are included, the whole is almost as large as the main dining hall. Layout has been so planned so that all operations from food preparation to washing up are, as it were, self-contained. Both gas and electricity are used for cooking. Although Rowe Bros. and Co. Ltd. were the main equipment contractors, the equipment has been drawn also from other well-known firms, the selection throughout having been made solely on the principle of what was thought best for the particular operation.

Summing up, the P.L.A. Catering Department feel that in their Royal Docks canteen they have the prototype for any other meals service which they may provide in future. It is a verdict which the dockers themselves have confirmed.

The Ideal Kitchen

I.C.A. MEMBERS HEAR 'PROVOCATIVE' TALK

"HOW to plan a canteen kitchen" was the theme of a talk by Mr. E. P. Mirams, director Briffault Range Co. Ltd., to the London branch of the Industrial Catering Association when they met on February 2 at J. Sainsbury's headquarters canteen, Blackfriars.

Mr. Mirams began by stressing that the question of staff fatigue must always be taken into account when planning a kitchen and advocated the construction of a partition between the kitchen and the service counter so that the staff would not be distracted by the activity in the dining hall. After the actual cooking, the most important factor in catering was to ensure a smooth flow of operations from start to finish. Gas, water, electricity supply lines should run inside the kitchen walls and not under the concrete flooring, if only because it made repair jobs so much swifter and easier.

A Government estimate, he said, suggested that a kitchen area should be 5 sq. ft. per person catered for; his own estimate was 4½ sq. ft., becoming, of course, proportionately less as the number of customers increased.

Finally, Mr. Mirams drew a "deliberately provocative" sketch of his idea of a first-class, modern kitchen. The hoped-for response came quickly in the forms of questions and comments from all parts of the audience.

First and second this year in the I.C.A. Cup competition were the chefs of the London Passenger Transport Board. Winners of the Guernsey Cup, presented during Hotelympia, was the I.C.A. Sheffield branch.

CANTEEN ADVICE BUREAU

R. J. B. (Halifax)

UNIFORMITY OF CANTEEN TEA. The only sure way to provide a uniform cup of tea is to employ uniform methods in the production and service. It is recommended that measured quantities of tea should be made up early in the day and put in cellophane envelopes for use when required. 1½ oz. of leaf for an 8-pint tea pot, and 7 oz. for a 5-gal. insulated urn. The infusion time should always be the same—five minutes. The amount of milk which goes into each pre-milked cup should be measured and not guessed. Milk dispensers for this purpose can be bought which will provide a regulated amount for each cup. In the case of the smaller canteen the use of a 1 oz. ladle will perform the same function. To obviate complaints of thin milk, or milk which is too creamy, it is advisable to use homogenised milk which has a uniform fat content throughout.

S. K. (Norwich)

EXPLOSIONS IN GAS BURNER. To get explosions each time an attempt is made to light the burner on your gas cooking range is an indication that there is too much air in the burner. Time should be allowed for the air and gas to mix together before attempting to ignite. If the lighting-back continues then it may be that there is a blockage in the orifice which might be freed by using a fine piece of wire. If, however, the orifice is clean and the trouble persists, then have a look at the gas rate adjuster which is generally in the form of a screw at the rear of the injector. The services of the engineer from the local gas office are advised to avoid damage to components.

E. C. L. (Stoke-on-Trent)

FOOD HYGIENE. In reply to your query regarding a book (that is both informative and readable) on the subject of food and catering hygiene, I would recommend *Food Poisoning and Food Hygiene* by Dr. Betty C. Hobbs, of the Central Public Health Laboratory, London, published by Edward Arnold at 14s. The first half of the book is given to a consideration of the causes of food poisoning and food borne infection, and the second is concerned with the rôle of food hygiene in the prevention of food poisoning. This is a book which would repay study by canteen staffs.

P. J. (Swansea)

SLOW ROASTING OF MEAT. The main advantage of roasting meat by the slow roast process is that of having more meat to use at the end of cooking than is the case by the normal method. It is the size of the portion of cooked meat on the customer's plate that is the dominating factor these days, and it is this desire for a reasonably sized portion that leads the caterer to bone out the joints before cooking and then to slice the meat when cold. Palatability and flavour are sacrificed to size of portion.

Canteen Advice Bureau . . . .

Whether meat is rationed by price or availability, the caterer just has to make the most of that which can be had. Slow roasting implies a lower cooking temperature than is normally recommended for roasting and the cooking time is consequently longer.

In the old days it was thought that an initial high temperature would seal the pores of the meat and prevent subsequent losses of juices and of nutritive value. Modern science has disproved this pellicle theory (which is attributed to Liebig) and has found that the losses are no greater if the meat is cooked at a lower temperature. Take two similar joints of almost equal weight and cook one by the old way and the other by the slow way and then weigh the joints again after cooking and note the percentages lost in cooking. The joints should be first similar; say, either two legs of lamb or two shoulders in order to gain reasonable comparison.

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FOR the first time in history, an entirely new type of Gas Welding Goggle, which is suitable for both Gas Welding with and without Flux, is available.
This Goggle made entirely from light filtration "Perspex" in one moulding, bringing with it the advantage of unrestricted wide angle vision, so enabling better co-ordination of work between Welder and Mate. The "Panorama" 303 Gas Welding Goggle can be worn with all types of corrective spectacles; it is adequately ventilated and gives the same impact protection as does the widely used "Panorama" 217 Heavy Duty Goggle. **Pitting of the surface does not readily occur and material tests have shown that the pitting process is so slow that the need for cover glass or windows is eliminated.**
The "Panorama" 303 Gas Welding Goggle is light in weight, weighing only 2 oz. It gives deep and wide vision and is fitted with a strong ½ in. black adjustable elastic and is extremely comfortable to wear.
Each Goggle is individually boxed and marked with the B.S.I. number giving full details of the operations for which the Goggle is suitable.

Send NOW for a sample set of "Panorama" 303 Gas Welding Goggles at 10 6 each, *plus postage*.

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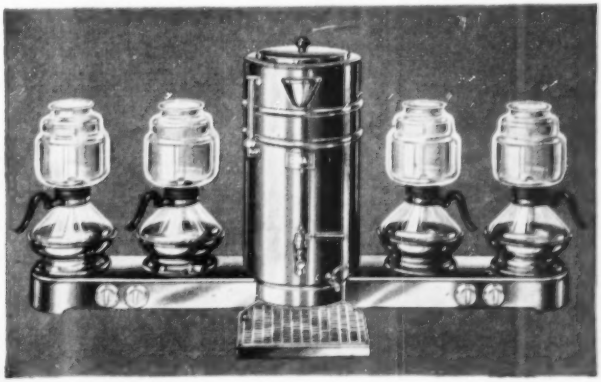
For perfect coffee in the canteen, whatever the size.



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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

Cleaning

MOP WITH COMFORT

THE head of this new mop is of highly absorbent hard-wearing sponge, measuring 14 in. across. By a simple mechanism the head shuts like a book, instantly expelling all surplus water. As shown in the illustration, the sponge-head normally hangs in a half-closed position so that it goes easily into the usual portable bucket. Well balanced for ease in use with a smart workmanlike appearance, it is claimed to be a most efficient and hygienic floor cleaner for factories, hospitals and all buildings where traffic makes frequent floor cleaning a necessity. The head can be fixed in any

position to allow for cleaning under furniture in awkward corners and for the easy washing of walls. It is strongly constructed, the handle being of anodised silver aluminium while all other parts are heavily zinc plated. **(PM/748.)**

AND POLISH LIKEWISE

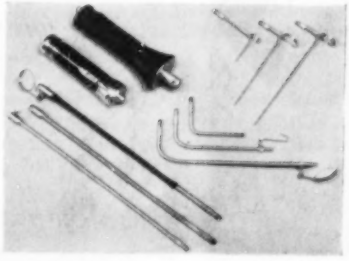
THIS convenient floor polisher is said to be very simply operated. The plunger at the top of the handle is withdrawn and the handle is filled with approximately 1¼ pints of emulsion polish. The plunger is then replaced until pressure is felt. To apply the polish, first wet sponge, then apply pressure on knob at top of plunger. This ejects a small amount of polish from two small holes at the

bottom of plunger, on the floor 3 in. behind. Spread the polish with the sponge and repeat as required. In this way, large areas of floor can be polished with very little effort and in a short time. One gallon of the emulsion polish is said to cover about 5,000 sq. ft. on wood floors and up to 11,000 sq. ft. on asphalt tiles or composition floors. **(PM/749.)**

Efficiency Aids

"SEARCH" LIGHTS

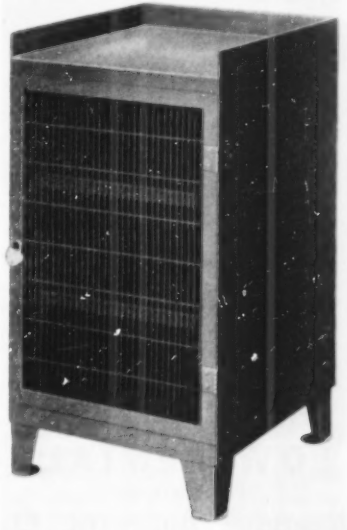
THESE probe illuminators are small, hand-held lighting units for the interior illumination of blind holes, cavities, containers, complex assemblies, etc., where conventional lighting is useless. The standard range of probes consists of two basic types, the first for normal use consisting of small, low voltage, electric light bulbs fitted at the end of rigid or flexible metal



probes and, secondly, perspex probes for use where fire, explosive or electrical hazards exist. The latter consists of perspex rods which "pipe" the light from an exterior bulb. Accessories fitting on the probe end, consisting of either inspection mirrors, recovery hooks or small magnets, are said to permit not only visual examination of normally invisible parts, but the recovery of cotton waste, nuts, washers, cotter pins, etc., from engine sumps, fuel tanks, etc. Probes and handles are all interchangeable, and the power supply can be either from batteries or mains. **(PM/750.)**

STURDY CABINETS

THESE cabinets are made in 18/20 gauge sheet steel, stove enamelled finished in olive green (or otherwise to customers' requirements). All are claimed to be solidly built, welding



throughout guaranteeing maximum rigidity and ensuring long life even with the very hardest use. Each cabinet is supplied complete with padlock and two keys. **(PM/751.)**

"Wheelers of Plaistow"

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EFFICIENT SPRAYER

AN entirely new spray gun for a variety of industrial jobs has recently been introduced. The one-piece body and handle is of drop forged duralumin treated in a highly polished finish with plated fittings. The trigger is a hot brass forging with a hardened steel insert pad to prevent wear by the

air valve spindle. It is said to spray aluminium bronze and metallic paints, distempers, varnishes and almost all types of paints. The self-centring material needle and the variable spray control needle are of stainless steel and the latter enables the operator to vary the width of the spray or change from round to fan shape without interrupting spraying. **(PM/752.)**

Health

MOBILE X-RAY UNIT

RECENTLY introduced is a new high output mobile X-ray unit which the manufacturers claim possesses a number of advantages. The equipment has a rating of 100 mA at 100kVp. As a step to improved radiographic definition, the equipment is fitted with a shockproof rotating anode X-ray tube, no larger overall than the conventional stationary anode type and having an effective focal spot of only 1 mm. The tubestand is equipped with a compensated spring counterpoise thus obviating the use of a lead counterweight as well as reducing the inertia associated with the earlier types of construction.

Since the principal application for this type of equipment is in hospital wards and orthopædic and casualty departments, the machine is mounted on a mobile trolley fitted with rubber tyred wheels. The overall dimensions are so proportioned as to permit vertical transportation in the smaller type of lift. The machine can be directly connected to supply mains of 200-250 volts 50-60 cycles and the electrical and X-ray protection is stated to be in accordance with the International Recommendations. **(PM/753.)**

Canteen

COIN-IN-SLOT ICE-CREAM

THIS new vending machine-cum-refrigerator (which can sell ice-cream or suitably packed frozen foods for twenty-four hours a day without a sales staff) is one of the latest and most significant additions to the general

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resurgence of the automatic machine. With a total storage capacity of about 1,900 cu. in., the makers claim that it

will maintain ice-cream in perfect condition for seven days and many other commodities for several weeks. Among other sites, it is said to be ideal for canteens and sports clubs, and is available either with a copper- or silver-operated mechanism. **(PM/754.)**

PLASTIC HOOKS

NEW attractive plastic-covered cup hooks large enough to hang clothes on are now on the market. Each hook is fixed by means of a standard screw fitment and the makers say they will not fall off. Suitable for both canteens and cloakrooms, they are available in six different colours to blend with various decorative schemes. They are available in boxes of half a dozen. **(PM/755.)**

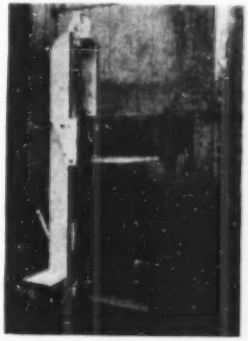
NEW PERCOLATOR

THIS new coffee percolator, in one- and three-gallon sizes, operates on the same principle as an ordinary household model. Constructed from heavy-gauge copper, the water is heated by copper-sheathed strip elements clamped to the inner bottom of the body. A safety device operates in the event of the percolator becoming dry, while full, half and quarter heat is provided by a three-heat rotary switch. A full-bore draw-off tap is fitted with an easily cleaned plug and the large coffee basket and lid are supported on the percolator tube and stand. A fusible cut-out is fitted for 200/250 volt supply. The interior finish is in silver-plate. **(PM/756.)**

Handling

HANDY STACKER

THIS new stacker is claimed to be able to lift materials weighing up



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from the applicants who will respond to an advertisement in the Classified columns of the DAILY HERALD. Employers all over the country use this medium for finding skilled replacements for every trade and craft. Why? Because of the 5,400,000 readers of this newspaper MORE THAN HALF are skilled workers. The following are typical DAILY HERALD reader groups:—

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Commerce, Finance & Professions	390,000	Distributive Trades	250,000

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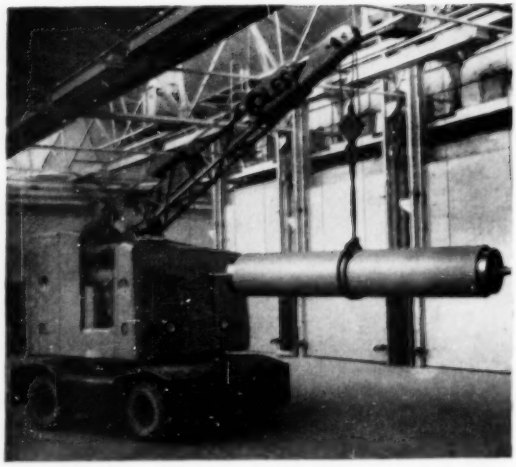
SAFE LIFTING

THIS new battery-operated self-propelled crane has recently been introduced. Fitted with 15 ft. cantilever jibs, this crane is claimed to be able to hoist, slew through 360° and travel with loads ranging from 7½ cwt. at the maximum radius of 15 ft. to 1 ton at 8 ft. Being battery-operated, it is very useful in factories where paper, fabric, resins, methylated spirit and other highly inflammable materials are used as it is said to lessen the fire risk and also to reduce noise and fumes from electric vehicles. The maximum road speeds are 4 to 5 m.p.h. unloaded and 3 to 4 m.p.h. loaded. **(PM/758.)**



The makers of the stain-removing cream featured in last month's issue (PM/745) stress that it will also remove stains caused by ordinary and duplicating inks as well as methyl violet and difficult dyes.

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Heating

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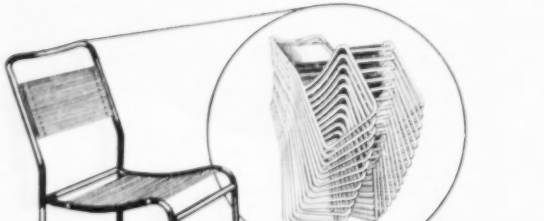
HERE is something new in solid-fuel water heaters. It provides hot water where calls are frequent for baths, kitchen use or central heating. This heater is claimed to regulate the hot water supply automatically. When the dial is set, the thermostat keeps the water at the required temperature, damping down or boosting the fire when necessary. The heat indicator shows how hot the water is at any given time. It will operate on almost any solid fuel and is said to need refuelling normally only twice in twenty-four hours. Available in powder blue, apple green, cream or white. (see picture on opposite page.) **(PM/759.)**

SPACE SAVING : MONEY SAVING



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NEW SAFETY BILL

THE text has been published of a private member's Bill, for the introduction of accident prevention machinery, based upon co-operation between employers, employees and official inspectors, with the object of reducing the rate of occupational accidents and minimising the hazards of employment.

Introduced in the House of Commons by Mr. W. T. Paling, M.P. for Dewsbury, the Bill—known as the Safety in Employment (Inspection and Safety Organisation) Bill—is based upon recommendations made by the International Labour Office and upon similar legislation to be found in other countries, for example in Sweden. It was due to receive its second reading on February 26.

The Bill provides for the annual election of safety delegates, at a place of employment where more than five persons are employed, with statutory power to inspect the place of work, to draw the attention of the management to unsafe conditions, and to report to any official inspector when proper precautions are not taken. In addition, the Bill seeks to ensure that the safety delegate shall not be penalised as a result of his appointment or through the performance of his duties as a safety delegate.

(PM/759.)

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Further details from the secretary

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 19. The Cutlery Wages Council (Great Britain) Wages Regulation Order, 1954. Dated January 8, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 6d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders C.T.52 and C.T.53.) Operative from January 25, 1954.

No. 56. The Aerated Waters Wages Council (Scotland) Wages Regulation Order, 1954. Dated January 18, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders A.S.34 and 38 which are revoked.) Operative from February 8, 1954.

No. 89. The Aerated Waters Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1954. Dated January 25, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 4d. (Amends Orders A.47 and 42 by omitting the provisions which excluded "mates" from the workers to whom the employer was required to allow a holiday on a day of customary holiday.) Operative from February 10, 1954.

No. 1929. The Wages Regulation (Industrial and Staff Canteen Undertakings) (Amendment) Order, 1953. Dated December 31, 1953, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943(a). *H.M.S.O.* 3d. (Amends Wages Regulation (Industrial and Staff Canteen Undertakings) Order, 1952 (Order I.S.C.21) by increasing the statutory minimum remuneration fixed by that Order.) Operative from January 25, 1954.

No. 1930. The Road Haulage Wages Council Wages Regulation (Amendment) (No. 2) Order, 1953. Dated December 31, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends Road Haulage Wages Council Wages Regulation Order, 1953, by increasing the statutory minimum remuneration fixed by that Order.) Operative from January 18, 1954.

INDUSTRIAL COURT AWARDS

No. 2488. Civil Air Transport. Reference: To determine a difference between the parties on the rates of pay to be paid to motor transport drivers, porters, loaders and general service labourers. **Award:** That the parties shall jointly consider whether the rates of pay of any, and if so, which, classes of manual workers (in addition to the general labouring class) covered by the present Reference require adjustment; the amounts, if any, by which such rates shall be adjusted; and the manner in which any necessary adjustment shall be effected. (10/12/53.)

No. 2489. Petroleum Refining. Reference: To determine a claim by the Union of Shop, Distributive and Allied Workers for a revision of the salary scales of its members employed as laboratory helpers, laboratory testers or analysts by "Shell" Refining and Marketing Co. Ltd., at Ardrossan Refinery, Stanlow Refinery, Shell Haven Refinery and Thornton Research Centre. **Award:** The salary scales are revised as follows: laboratory helpers (aged 16), £190 and £230 at 17; testers: 1st year, £287 10s., 2nd year, £312 10s., 3rd year, £340, 4th year, £365, 5th year, £380, 6th year, £417 10s., 7th year, £442 10s., seven years and over, £467 10s.; analysts: 1st year, £490, 2nd year, £515, two years and over, £540. (10/12/53.)

No. 2490. Petroleum Refining. Reference: To determine a difference arising out of the submission of a claim by the Transport and General Workers Union for an increase of 3d. per hour on basic time rates for all workers covered by the Agreements, dated June 23, 1952. **Award:** That basic time rates for all workers covered by the Agreements (mentioned above) shall be increased by 1d. per hour in respect of adult males and proportionately for adult females and male and female juveniles. (10/12/53.)

No. 2491. Pressed Glass Manufacture. Reference: To consider a claim by the Pressed Glassmakers Society for an increase in the basic time rate per shift. **Award:** That the basic time rate element of 18s. per shift shall be increased by 1d. per hour. (14/12/53.)

No. 2492. Railway Shopmen. Reference: To determine the application of the employees' side of the Railway Shopmen's National Council that the existing scale of Chargehands' Differentials, as set out in the agreement in Railway Shopmen's National Council Minute No. 650, dated March 18, 1949, should be increased, such increase to be paid "out of office" in cases where Chargehands are working in piecework gangs. **Award:** That the existing scales of Chargehands' differentials as set out in the 1949 agreement shall be increased as follows: Chargehands Group 1, 2s.; Group 2, 3s.; Group 3, 4s. Such increases in respect of Chargehands in charge of piecework gangs shall be paid "out of office" while piece rates currently operating continue to apply. (4/1/54.)

No. 2493. Bobbin Making Industry. Reference: To determine a claim for an advance in wages for all adult workers in the industry of 4d. per hour, with proportionate advances to apprentices, boys and girls. **Award:** That the wage rates of all adult workers in the industry shall be increased by 1d. per hour and proportionately for apprentices, boys and girls. (8/1/54.)

No. 2494. National Health Services. Reference:

(Continued on page 440)

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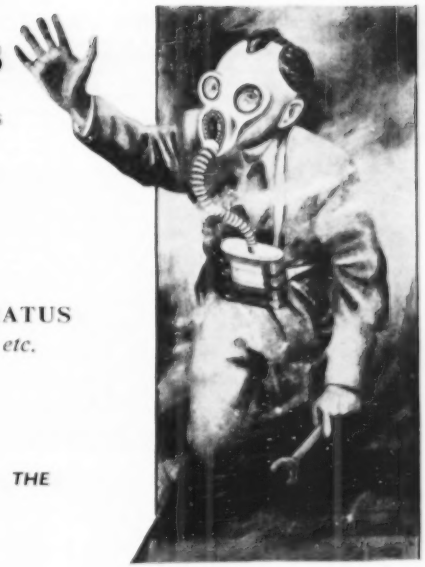

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Summary

(Continued from page 438)

Difference between the Association of Scientific Workers and the United Liverpool Hospitals as to the grading and salary scale of a Medical Laboratory Technician. **Award:** That the duties and responsibilities discharged by the employee in question satisfy the definition of a Chief Medical Laboratory Technician and that he should be graded and paid accordingly. (20/1/54.)

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 465. Remuneration of Certain Workers Employed at Opencast Iron Ore Mines in Lincolnshire. Claim: For an increase in tonnage and other bonus rates. **Award:** (1) all existing base tonnage bonus rates and (2) the special bonus rates payable to workers not covered by the base tonnage bonus scheme shall be increased by 25 per cent. (1/12/53.)

No. 466. Terms and Conditions of Employment of Certain Workers Employed by a Firm in Keswick in the Home Grown Timber Trade. Claim: That the employer shall observe the terms and conditions of employment as laid down by the National Joint Industrial Council for the Home Grown Timber Trade. **Award:** Claim established. (1/12/53.)

No. 467. Rates of Wages of Certain Workers Employed by an Electrical Engineering Company at Chelmsford. Claim: That the rates of pay of certain grades of semi-skilled workers should be related to the rates of pay of skilled workers when applying the national agreement in the engineering industry dated November 28, 1950. **Award:** Claim not established. (9/12/53.)

No. 468. Grading of an Officer Employed at a Hospital in Surrey. Claim: Concerns the grading which should apply to a particular post. **Award:** Claim not established. (11/12/53.)

No. 469. Grading of an Officer Employed at a Hospital in Surrey. Claim: Concerns the grading which should apply to a particular post. **Award:** Claim not established. (11/12/53.)

No. 470. Rates of Wages of Workers in the Tobacco Industry. Claim: For an increase of 10s. per week for all adult workers with proportionate increases for juveniles. **Award:** That the basic rates of wages of the workers concerned shall be increased by 4s. per week for men and by 3s. 6d. per week for women, with proportionate increases for juvenile workers. (15/12/53.)

No. 471. Wages of Bricklayers and Masons in the Iron and Steel Industry. Claim: For an increase of 6d. in the basic hourly rate and that the weekly minimum tonnage bonus payment be not less than 15s. **Award:** (a) that the claim for an increase in the basic hourly rate has not been established and (b) that the guaranteed minimum tonnage bonus payment shall be 15s. per week. (21/12/53.)

No. 472. Remuneration of Part-Time School Secretaries Employed by the London County Council. Claim: For payment for bank holidays and casual school closures and for a retaining fee during school holidays for part-time school secretaries. **Award:** That payment shall be made (a) in respect of six bank holidays each year and (b) on three days in each year in respect of other school closures. The Tribunal further find that the claim for the payment of a retaining fee during school holidays has not been established. (21/12/53.)

No. 473. Conditions of Employment of Certain Workers Employed by a Firm of Clog Sole Manufacturers at Snaith, Yorkshire. Claim: For the establishment by the Company of certain specified conditions of employment. **Award:** That the Company shall observe the conditions of employment claimed by the Union in respect of piecework rates, overtime, and holiday payments. (29/12/53.)

No. 474. Wage Rates of Certain Workers Employed by a Firm of Road Transport Distributors and Warehouse Keepers (Award No. 408). Claim: For an increase in the remuneration of Tally Clerks and for a specified rate for electric truck drivers. **Award:** (a) Claim in respect of Tally Clerks not established; (b) Claim on behalf of electric truck drivers is referred back to the parties for further negotiations. If they fail to reach agreement within two months it will be open to either party if they so desire to refer the matter again to the Tribunal under the present reference. (29/12/53.)

No. 475. Rates of Wages of Workers in the Hide and Skin Market Trade in England and Wales. Claim: For an increase of 12s. 6d. per week in the scheduled rates of all adult workers covered by a specific agreement, with proportionate increases for juniors. **Award:** That the scheduled rates of wages for all adult workers covered by the agreement between the parties shall be increased by 7s. 6d. per week, with proportionate increases for juniors. (1/1/54.)

No. 476. Wage Rates of Certain Workers Employed in the Hosiery Industry in Hinckley and District. Claim: For the revision of wage rates for nylon countering and for the bagging of various classes of goods. **Award:** Wage rates for countering and bagging revised. (7/1/54.)

No. 477. Building Brick and Allied Industries in Certain Districts in England and Wales: Rate of Payment for Sunday Shifts for Continuous Process Workers (Kilnburners and Boilerfiremen). Claim: For the amendment of a specified agreement to provide for double time payment for Sunday work performed by kilnburners and boilerfiremen employed on continuous shift work. **Award:** That the existing agreement be amended so that (1) double time payment shall be made to kilnburners and boilerfiremen who are on continuous process work for the shifts worked between 10 p.m. on Saturday and 10 p.m. on Sunday; and (2) that it shall be permissible for arrangements to be made at Works level by mutual agreement between the employer and representatives of the workers concerned for a working week of less than fifty-six hours for such workers; these arrangements to be on the basis that the current hourly rates of wages, differentials and shift allowances and the premium payments of time-and-a-half for hours worked between 2 p.m. and 10 p.m. on Saturdays and double time for hours worked between 10 p.m. on Saturdays and 10 p.m. on Sundays shall continue to operate. The shift allowance of 2d. per hour shall be excluded from the calculations of the aforesaid premium payments for Saturday and Sunday shifts. (11/1/54.)

No. 478. Rates of Wages in the Wool Textile Industry in Scotland. Claim: That the scheduled wage rates of all adult workers be increased by 6s. per week for men and 4s. a week for women. **Award:** That the scheduled minimum time rates shall be increased by 4s. per week for men and 3s. per week for women, with proportionate increases for young persons and apprentices. Group minimum average piece rates shall be, as at present, 10 per cent. above the corresponding time rates. (11/1/54.)

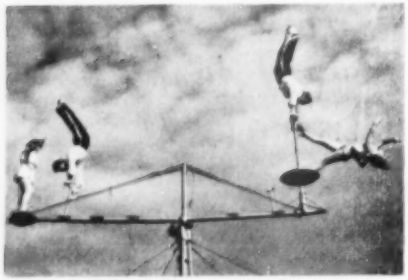
No. 479. Conditions of Employment of Musicians Employed at Certain Theatres in the Provinces and in Scotland. Claim: For conditions of employment equivalent to those contained in a specified agreement. **Award:** That the employers concerned shall apply to the musicians in their employment the conditions of employment set out in the agreement between the Theatrical Managers' Association and the Musicians' Union, subject to certain variations of the provisions of that agreement. The Tribunal consider it desirable that the arrangements between the parties should include general provisions similar to those set out in the main body of the model form of agreement between the Provincial Entertainment Proprietors and Managers Association Ltd. (now the Independent Theatres Association Ltd.), as revised in July, 1941. The parties are, therefore, recommended to enter into further negotiations on these matters. (15/1/54.)

No. 480. Terms and Conditions of Employment of Certain Employees of the Gateshead Corporation. Claim: Whether in respect of two named employees the Corporation should observe the recognised terms and conditions of employment as determined by the Appeals Committee of the Professional and Technical Council B of the Whitley Councils for the Health Services (Great Britain). **Award:** That the Corporation of Gateshead shall observe the aforesaid recognised terms and conditions of employment and shall apply the determination of the Appeals Committee, as set out in the present reference, to the two employees concerned. (15/1/54.)

No. 481. Terms and Conditions of Employment of Workers Employed by a Firm of Food Retailers in London. Claim: That the employers concerned should observe the terms of a specified agreement. **Award:** Claim established. (19/1/54.)

No. 482. Terms and Conditions of Employment of Certain Workers Employed by an Engineering Company at Llanelly. Claim: That the employers should observe the terms and conditions of employment laid down in a specified agree-

(Continued on page 442)



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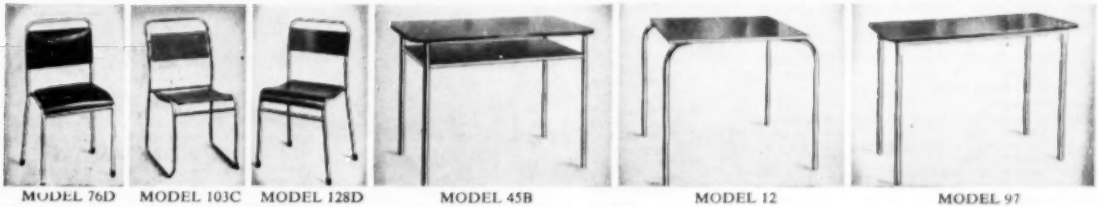

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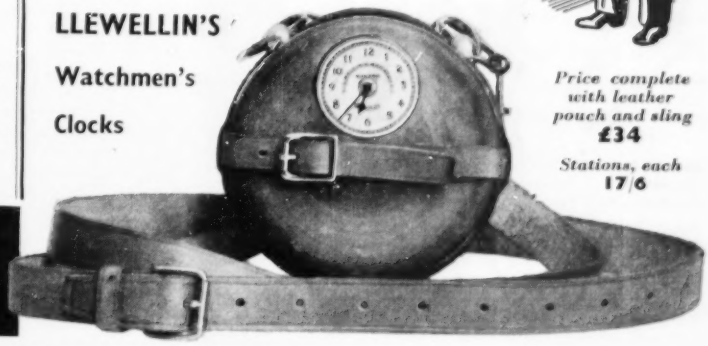

Price complete with leather pouch and sling
£34

Stations, each
17/6

Summary

(*Continued from page 440*)

ment in the Engineering Industry concerning female manual workers. **Award:** The Tribunal rule that the Company shall observe the conditions of employment for female manual workers in industry as set out in the memorandum of agreement, dated November 26, 1952, between the Engineering and Allied Employers National Federation on the one hand, and the Amalgamated Engineering Union, the Electrical Trades Union, the Amalgamated Union of Foundry Workers, the Transport and General Workers Union and the National Union of General and Municipal Workers on the other hand, and shall increase the wages of female workers in their employ by 6s. 5d. per week for those eighteen years and over, by 5s. 7d. per week for those aged seventeen, by 3s. 8d. per week for those aged sixteen and by 2s. 9d. per week for those aged fifteen. (19/1/54.)

March Diary for Management

BACIE
March
2 **London,** 8 Hill Street, W.1. "The Value of Correspondence Courses".
9-12 **London,** 8 Hill Street, W.1. Four-day Instructors Course.
31 **Manchester.** One-day conference on "Jobs, Careers, and Appointments". Engineers' Club, Albert Square.

BRITISH INSTITUTE OF MANAGEMENT
5-7 **Ashorne Hill.** Conference on "Managing the Small Firm".

Burton Manor
14-19 Commercial and Office Management. Course 486.
14-19 Supervisory Management—Refresher Course. (No. 481.)
21-27 Safety in the Electrical Industry. Course 485.

INDUSTRIAL WELFARE SOCIETY
1-5 **London.** One-week course on "Human Relations in Industry for Junior Executives".
24 **London.** One-day Course on Planning Supervisory Training.
24 **London.** One-day course on "The Canteen Assistant".
26-29 **Ashridge, Berkhamsted.** Week-end Conference on Supervision for Foremen and Forewomen.

INSTITUTE OF INDUSTRIAL SUPERVISORS
5-7 **Allan Water Hotel, Stirlingshire.** Week-end Residential Course. "The Practice of Supervisory Management".
19-21 **Missenden Abbey, Bucks.** Week-end Residential Course. "Work Study for Supervisory Management".
27-29 **Dillington House, Ilminster.** "Human Relations, Communication and Discipline".

INSTITUTE OF PERSONNEL MANAGEMENT
4 **London.** Discussion Meeting on "The Administration of Executive and Managerial Staff".
5-7 **Bournemouth.** Conference of London and S.E. Region.
5-7 **Peebles.** Conference of Scottish and Border Region.
9 **Southampton.** "Some Experiences in Preparing an Apprenticeship Scheme".
10 **Sheffield.** Personnel Selection.
10 **Birmingham.** Joint Meeting on Industrial Relations, with I.I.S., I.W.M. and T.G.W.U.
11-13 **Buxton.** "The Human Factor in Productivity".
15 **Glasgow.** (West of Scotland Branch.) "Managers and Management".
16 **Birmingham.** "The Personnel Officer and the Trade Unions".
16 **Stoke-on-Trent.** "The Fight Against Friction, Frustration and Fear in Industry".
17 **Liverpool.** "Towards a Theory of Labour Turnover".
18 **Manchester.** "Personnel Policy for Operatives".
19-21 **Ashorne Hill.** Joint Conference with Bacie on "Human Relations Training for Productivity".
21 **Stourport-on-Severn.** "Training for Management".
28-April 2 **London.** Five-day Residential Study Course. "Employment and Welfare".

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
1-5 **London.** Course in Training Methods.
9-10 **London.** Two-day Conference on Staff Assessment Procedures.
11-12 **London.** Two-day Conference on Selection Methods.
15-19 **London.** Course III in Selection Methods.
22-26 **London.** Course I in Selection Methods.
29-April 2 **London.** Course for Managers (Part II).

Roffey Park
15-19 Five-day Course on Human Relations in Industry.

Urchfont Manor
1-7 "Thinking, Speaking, Writing".
15-20 Introductory Course to Management Problems.

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'DISCUSSION LEADER'

(*Continued from page 427*)

Impressions Count In Staff Selection'? Here is my list of ten traits I dislike in other people:—
1, Pomposity; 2, Gushing; 3, Familiarity; 4, Boaster; 5, Unreliability; 6, Monotonous speech; 7, Clipped sentences; 8, Foppishness; 9, Untidiness; 10, Nicotine stained fingers".

Mr. Joseph Johnson, A.C.I.S., A.A.C.C.A., lecturer at the College of Commerce, Hull, clearly dislikes "the cocksure type"; a lot of the traits he lists seem to be part of this wider trait. His list reads as follows:—

1. The cocksure type who knows all the answers and will not listen whilst you try to help him with inside information.
2. One who takes a chair, sits down and crosses his legs— before you have time to ask him to be seated.
3. Has dirty or soiled linen, cuffs, etc., with untidy hair which needs cutting.
4. Wears the old School tie and generally looks and tries hard to give the impression of superior education—i.e., "I am definitely top drawer".
5. Long insolent starers; when asked questions they cannot, but should be able to answer.
6. Too too precise in speech—all for effect, or the reverse—the evasive type.
7. Too anxious to get his side heard first—yours can wait.
8. Mistrustful look, after hearing your side of the story.
9. Too arrogant by far—in fact would turn you out of your job before long.
10. Overdressed—effeminate men. "I am good looking and I know it"—plus a dash of perfume.

Mr. W. F. Hall of Derby after listing nine other traits gives his tenth trait as "Bus conductresses who address me as 'Duck'." The day I read his list I noticed a small paragraph in one of our daily newspapers, which read: "A woman giving evidence yesterday was asked by the clerk of the court, would you kindly refrain from addressing counsel as 'Ducks'." Counsel was fair-haired, attractive barrister, Miss Lina Collins. So Mr. Hall is not the only one to experience this difficulty.

Another correspondent asks me a question. He says: "You have been talking about weighing people up in an interview—do you think you can judge a person's intelligence in a 30 minute interview? I find I have often been wrong on this".

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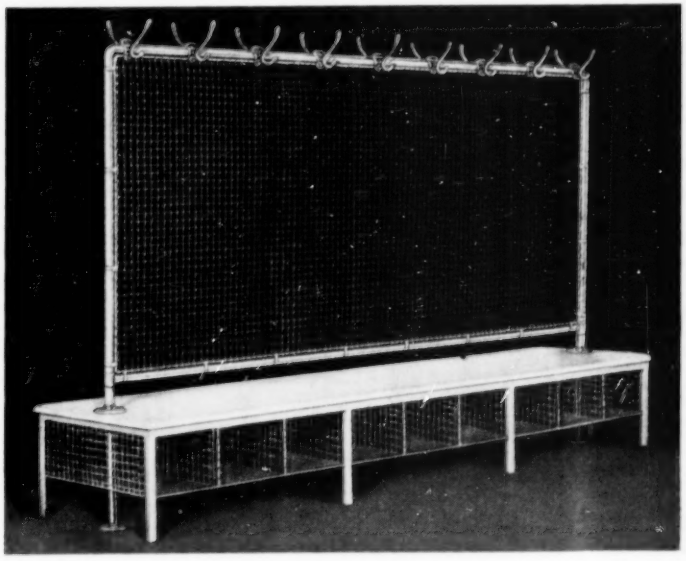

Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 879

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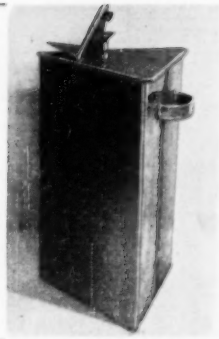

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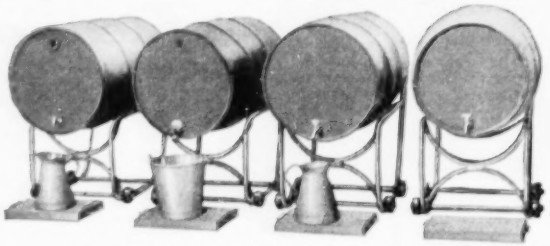

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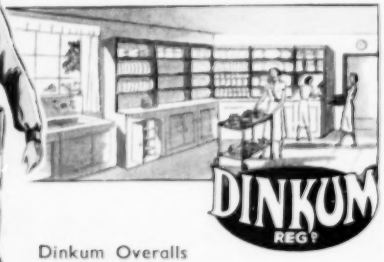

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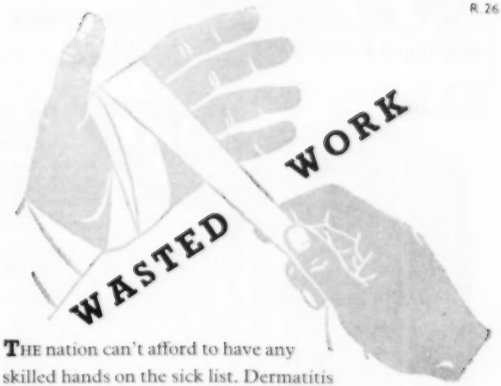

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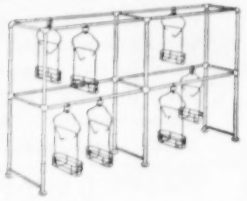

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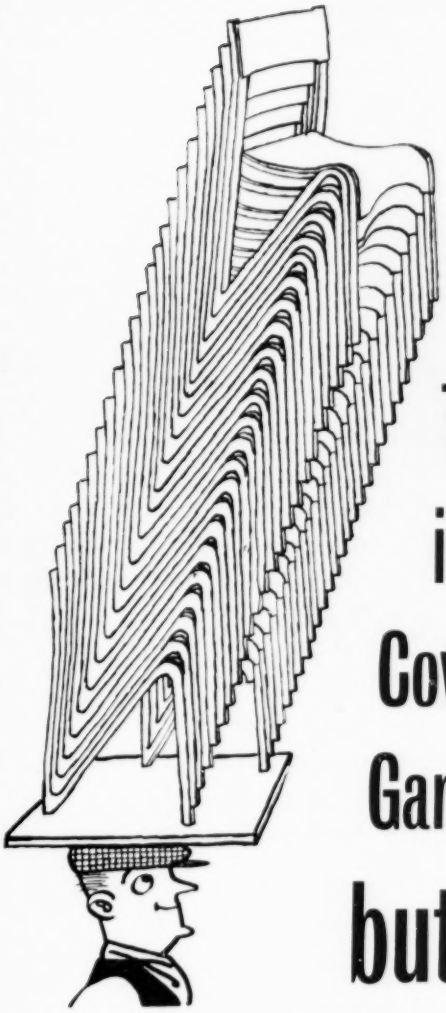

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